

OVERSEAS NEWS

Progress seen on debt problem

Stephen Fidler interviews Citibank's chief debt negotiator

MR William Rhodes, the chief debt negotiator for Citibank, played a central role in the negotiation late last month of a landmark debt agreement for Mexico, the first to put into effect the debt initiative launched in March by the US Treasury Secretary, Mr Nicholas Brady.

Q: Why is it said that the new debt reduction deal for Mexico depends on banks extending "new money"? How many banks need to take the new loans option and are you concerned that the necessary loans may not be forthcoming?



Mr William Rhodes, (above) the Citibank senior vice-president in charge of debt negotiations since the start of the developing country debt crisis in 1982, is to be promoted, Mr John Reed, the bank's chairman, said his new position "will be more senior and have more general international responsibility".

Brazilian MPs offer emergency economic plan

By Ivo Dawson in Rio De Janeiro

MOUNTING alarm over rising inflation and its electoral consequences has provoked the Brazilian Congress to propose an emergency economic plan to President Jose Sarney's lame duck administration.

Fears grow of fresh rash of Soviet coal strikes

MAJOR coal strikes which spread from Siberia across the country last month could flare again because managers are dawdling in carrying out promises over pay and conditions, a Communist Party official said yesterday, Renter reports from Moscow.

OBITUARY: PAOLO BAFFI

Man who became the Bank of Italy's conscience

By Alan Friedman in Milan

MR PAOLO BAFFI, Governor of the Bank of Italy during the turbulent late 1970s, a long-serving member of the board of the Bank for International Settlements, and one of the great figures of post-war Italian finance and banking, died at the weekend in Rome following a long illness.

and spiralling inflation. A figure of towering honesty and authority, Mr Baffi helped to guide Italy as it joined the European Monetary System (EMS) and as it faced the second oil price shock.

Paz Zamora takes office under cloud of doubt

By Barbara Durr in La Paz

MR JAIMÉ PÁZ ZAMORA, a former exile with left-wing leanings was elected as president of Bolivia after forming an alliance with a military leader whom he had sought to overthrow over a decade ago.

Advertisement for Rolex watches, featuring a Rolex Oyster Perpetual Datejust watch and text: 'BUY YOUR ROLEX DIRECT FROM WATCHES OF SWITZERLAND'.

Dutch growth forecast to slow

By Laura Raun in Amsterdam

THE Netherlands' economic growth will slow to an average of 2.5 per cent between 1990 and 1994, banking officials say, according to the Dutch Central Plan Bureau.

Climate of fear over Mafia grows in Sicily

By Alan Friedman in Milan

THE CLIMATE of fear and confusion in Sicily since the revelation of two attempts to assassinate an anti-Mafia judge worsened yesterday after reports of suspected Mafia "moles" in the police and his murder of a policeman and his bride.

Dominicans lobby to join Club Caribbean

Canute James reports on stumbling blocks to membership of a trade and aid accord

THE EFFORTS of the Dominican Republic to become a signatory to trade and aid agreement between the European Community and several developing countries is causing more than passing concern to the Caribbean beneficiaries of the pact.



Many Caribbean countries are concerned about the impact of the Dominican Republic on Europe's market for bananas.

cars' undertakings, but they are worried that internal economic and political changes could force the country to abandon this guarantee.

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FINANCIAL TIMES Published by the Financial Times (Europe) Ltd, Frankfurt, Germany, represented by E. Hugo, Frankfurt/Main, and as members of the Board of Directors: F. Barlow, R.A.F. McClean, G.T.S. Damer, A.C. Miller, D.E.P. Palmer, London. Printer: Frankfurt Social and Business Press, Frankfurt/Main. Responsible editor: Sir Geoffrey Owen, Financial Times, Number One Southway, London, SE16 2PU. © The Financial Times Ltd, 1989. FINANCIAL TIMES, USPS No 190640, published daily except Sundays and holidays. US subscription rates \$345.00 per annum. Second-class postage and at New York NY and at additional mailing offices. POSTMASTER: send address change to: FINANCIAL TIMES, 14 East 60th Street, New York, NY 10022. Financial Times (Scandinavia) Ltd, Copenhagen, Denmark. Telephone (01) 13 44 41. Fax (01) 933335.

OVERSEAS NEWS

Egypt may buy 8 UK submarines

By Tony Walker in Cairo

EGYPT is in the final stages of negotiating the purchase of two Oberon class submarines from private interests in the UK as part of an overall plan to modernise its fleet, according to defence officials in Cairo.

The sale, including extensive refit, could be worth up to \$75m. Egypt is thought likely to use American defence aid grants to help fund the refit. Egyptian plans call for the purchase of up to eight Oberon submarines within the next ten years as their fleet comes on the market. The Royal Navy is gradually mothballing its fleet of Oberons and offering them for private tender.

Egypt, which has the largest submarine fleet in the Arab world, is believed to have decided to phase out some of its antiquated and noisy Soviet and Chinese supplied Whiskey and Romeo class vessels. The country's large foreign debt means that limited funds

are available for new defence equipment and Cairo is understood to be offering barter arrangements for the submarine purchases. Among the commodities it is believed willing to trade are cotton and aluminium.

The Oberon submarines have been a highly reliable and quiet vehicle for the Royal Navy over the past 25 years. They are being phased out to make way for the new Upholder class.

Egypt's purchases of defence equipment have slowed in recent years, partly because of the country's economic crisis. But the military clearly attaches importance to preserving Egypt's regional advantage in submarine warfare capabilities.

Meanwhile, Israel is reported to be reconsidering its decision not to go ahead with the purchase of two diesel-powered submarines from West Germany.

Egyptian strikers bear the brunt of singleminded Cairo

Tony Walker on why IMF talks 'must not' be endangered

SWIFT and punitive action taken last week by the security forces against strikers at Egypt's Soviet-built Helwan Iron and Steel works was a sign of the government's determination to crack down hard on any hint of worker unrest, pending conclusion of delicate IMF negotiations.

According to those present, the security forces used tactics that would not have been out of place on the battlefield in their efforts to break-up a "sit-in" strike that was disrupting output at the huge complex that employs some 26,000 workers.

One worker was killed by gunfire - he was reported in the official press to have died of a heart attack - and 15 others injured in the melee that followed the police intervention. Armoured vehicles and tear gas were used in the raid on the complex 30km south of Cairo. It was the worst case of industrial violence since President Hosni Mubarak came to power in 1981.

Harsh tactics

The tactics employed were characteristic of the government's approach to any hint of civil disobedience since the appointment in 1986 of the tough Major General Zaki Badr as Interior Minister. A notable target of his attentions has been Moslem fundamentalists, thousands of whom have been arrested.

The government is particularly sensitive now to any sign of civil disobedience as Egypt grapples with severe economic problems, including rising unemployment and shortages of some commodities. The broad left represented by the Tugammi party is already agitating against an IMF accord which, it claims, will further depress living standards.

Mr Rihaat el Said, Secretary General of the Tugammi said yesterday that because of worsening economic conditions and the impact on worker's well-being they "can't do anything but strike." He said that the relatively free rein allowed to the opposition press in Egypt "gives you the right to howl, but this doesn't achieve anything."

The government, through the official press, has sought to portray the Helwan strike as a localised disturbance caused by communist and Moslem extremist agitators among a minority of workers. It says the immediate cause was the suspension of two worker representatives from the worker-management board in a dis-



Mubarak: battered economy

pute over the distribution of bonuses. Mr el-Said insisted, however, that the Helwan strike was symptomatic of a widespread discontent in the workforce over falling living standards. He predicted there would be other disturbances.

The authorities have detained a number of workers, and are pressing charges against 82 of them. The workers are accused of damaging property, resisting arrest and "abstaining from work." The government claims that the strike cost the company E£m(\$2.3m) in property damage and lost production.

Under Egypt's emergency law, in force since the assassination of President Anwar Sadat in 1981, strikes are barred. But this has not prevented sporadic industrial unrest in the textile sector, Egypt's biggest employer of labour.

Electoral failure

Mr el-Said said that in spite of the lack of electoral success of the broad left - the Tugammi party failed to win a seat at the last People's Assembly election in 1987 - there was no interest in Egypt at this stage in establishing an independent trade union body to replace the present government-dominated Egyptian Federation of Trades Unions.

He blamed the left's lack of electoral success on rigged ballots. He said the organisation was concentrating its efforts on strengthening its position in union organisations and was achieving success.

Egypt's negotiations with the IMF are at an advanced stage. A letter of intent is expected to be signed this month, opening the way for a second Paris Club rescheduling of some \$10bn of official debt. The IMF is asking for further reductions in subsidies, and interest and exchange rate reform.



Chadli: central role

Hostage crisis tests Algerian mediators' skill

By Victor Mallat

FEW people were surprised to find Algeria immersed in the tortuous negotiations over the weekend aimed at resolving the Middle East hostage crisis.

Ever since Algeria mediated between Iran and the US to secure the release of 52 US diplomatic hostages from Tehran in 1981, the country has earned a reputation for skilful diplomacy in a region prone to extremism and violence.

Algeria's role as go-between has been shaped both by its revolutionary history and the outstanding quality of its diplomatic troubleshooters.

After the vicious war which culminated in independence from France in 1962, Algeria joined the ranks of the radical

Arab states and was accused of sheltering and supporting terrorists. It was friendly with Iran, Libya and Syria, and with Palestinian hardliners.

Under President Chadli Bendjedid for the past decade, Algeria has broadened its horizons by reaching out to moderate Arab states, Europe and the US - but without losing its standing among its old revolutionary allies.

The breadth of Algeria's contacts has been complemented by the astuteness and courage of its negotiators. One of the most prominent is Mr el-Hadi Khadiri, the minister who helped resolve last year's hijack of a Kuwaiti airliner and contributed to release of

French hostages in Lebanon. He mediated over the hijack of a TWA aircraft in 1985 and over US embassy hostages in Tehran four years earlier.

In 1982 Algeria lost some of its finest negotiators when an aircraft carrying Mr Mohammed Benyahia, the Foreign Minister, was shot down between Baghdad and Tehran on a shuttle mission aimed at ending the Gulf war.

More recently another Algerian, Mr Lakhdar Ibrahim, a former ambassador to Britain, has tried repeatedly to bring peace to Lebanon as one of the Assistant Secretaries General of the Arab League.

In Beirut last week, it was the turn of Mr al-Khaled al-

Hasnawi, the Algerian ambassador to Lebanon. Among those he met as Algeria mediated in the hostage dispute were leaders of Hizbollah, the Iranian-backed organisation thought to be behind most of the kidnappings of Westerners.

One group linked to Hizbollah announced the hanging of US hostage Lt Col William Higgins last week. Another group threatened to kill Mr Joseph Ciccipio, an American accountant, in retaliation for Israel's kidnapping of Sheikh Abdul Karim Obeid, a Hizbollah leader in southern Lebanon. The threat has now been suspended.

"I pleaded with them (Hizbollah) to prevent the execution of Ciccipio," Mr al-Hasnawi said. "I asked them to be patient and exert self-control and not to take drastic measures."

Mr al-Hasnawi - who as ambassador to Kuwait was involved in the talks over last year's hijacking of a Kuwaiti Boeing 747 - said Algeria had responded to a request from President George Bush last week and had sent a team of negotiators to talk to the kidnappers. "The hostage issue has started to unfold," he told Reuters on Friday.

Another envoy, Mr Marrack Gouling of the United Nations, who has been in Beirut to ascertain the fate of Col Higgins, paid tribute to the efforts of Algeria.

Bush wins backing from Americans for handling of affair

By Peter Riddell, US Editor in Washington

PRESIDENT George Bush has so far been given general support by the US public and politicians for his handling of the Lebanon hostage affair, though there is widespread pressure for tougher action.

A poll conducted last Wednesday and Thursday for the Washington Post and ABC News shows that 47 per cent approved of Mr Bush's handling of the situation and 35 per cent disapproved.

However, the poll, which was mainly taken before the freezing of the execution threat against Mr Joseph Ciccipio, indicates that 51 per cent of the sample believed that Mr Bush's reaction had not been tough enough. Around 35 per cent believed his conduct had been about right.

These findings tie in with the views of many Congressmen, including Democratic leaders, whose public com-

ments have generally been supportive of the president, in part because they have been kept fully informed by him.

Yesterday both Senator George Mitchell, the Democratic Majority leader, and Senator Robert Dole, the Republican Minority leader, backed Mr Bush's stand and said the US should be prepared to take military action if further American hostages were killed. Senator Mitchell stressed that no

course of action was risk-free and hoped that, in addition to Iran, more emphasis would be given to the role of Syria in Lebanon.

Senator David Boren, the Democratic chairman of the Senate Intelligence committee, said that Mr Bush had struck "exactly the right balance between using diplomatic channels and making it clear that his options are open. He's moved some military forces

into the region. He's obviously preparing himself physically to take other action."

Nevertheless, there is a considerable undercurrent of frustration - both specifically about the constraints on US intelligence in pinpointing the hostage-taking groups and generally over the impotence of a super-power in such a situation.

While there has been some easing of tension in the past

few days, calls for military action against both the hostage-taking groups and its Iranian sponsors have not gone away.

A number of conservative Republicans have expressed concern that the administration's response over the past week has provided no penalty to the hostage-takers from seizing further Americans even if those currently in captivity are released.

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OVERSEAS NEWS

Mujahideen chief puts forward plan for Kabul coup

By Christina Lamb in Peshawar

GULBUDDIN Hekmatyar, the most extreme of the seven Afghan resistance leaders, has proposed collaboration with senior Afghan army officers in a plan to replace the Soviet-backed regime of President Najibullah with a Revolutionary Council of commanders from around Kabul.

UN team to monitor Cambodia withdrawal

A UN team arrived in Bangkok yesterday on its way to Cambodia to determine how to set up an international body to monitor the Vietnamese troop withdrawal that is a key to a proposed solution to the Cambodian problem, AP reports from Bangkok.

The 15-member team is to fly to Cambodia today, and return after a week to hold talks with Thai authorities and visit the Thai-Cambodian border, according to its leader, Lt-Gen. Martin Vadeset of Norway. The team was sent by the just-completed Paris conference on Cambodia, and will report back later this month.

Dalai Lama's reconciliation hopes recede

Exchanges have dried up since the Tiananmen massacre, Peter Ellingsen reports

THE possibility of a reconciliation between Peking and the Dalai Lama, has receded following the revival of conservative policies in China and the triumph of orthodox hardline figures over reformers in the Chinese leadership.

The Tibetan capital, Lhasa, like Peking, remains under martial law, and Mr Teshi Wangdu, the Dalai Lama's foreign affairs spokesman, believes the Chinese military will have to withdraw before any real progress can be made on ending the 30-year stalemate with the Dalai, whom Tibetans regard as a god-king.

Ten Tibetans have been jailed for rioting, destruction of property and "counter-revolutionary" activities during anti-Chinese protests, Xinhua, the state-run news agency reported yesterday.



The Dalai Lama: China this week offered to meet him - but only on its own terms

Only the Communist party can make Tibetans masters of their land and only socialism can offer bright prospects for the region, he told the Fifth Tibetan Peoples' Congress in Lhasa.

There is no way out for the few separatists to advocate independence for Tibet and go on stirring up riots, he said. The Dalai Lama should endeavour to establish "good relations" with Peking, without mentioning the offer to meet in Hong Kong, Mr Ngapoi added.

The anti-apartheid protesters return

This time, the approach will be different, Patti Waldmeir writes

DURING the three years of South Africa's state of emergency, the country's anti-apartheid opposition has grown accustomed to success. So when a handful of white hospitals last week accepted black patients for the first time, the protest leaders could scarcely contain their elation.

Ministers meet as row over S Africa sports tours grows

By Chris Sherwell in Sydney

MOUNTING controversy over proposed cricket and rugby tours of South Africa during the next two northern winters. The plans, revealed last week, were greeted with shock from the English cricket establishment and outrage from the anti-apartheid lobby.

South African police fired tear gas to disperse peaceful mourners after a funeral near Cape Town on Saturday, Patti Waldmeir writes. Thousands had gathered to mark the deaths of two black activists killed in a bomb blast in defiance of police restrictions on the funeral.

The development escalated the controversy over the English cricket tours of South Africa during the next two northern winters. The plans, revealed last week, were greeted with shock from the English cricket establishment and outrage from the anti-apartheid lobby.

J.F. PACIFIC WARRANT COMPANY S.A. Société Anonyme 2, boulevard Royal L-2953 LUXEMBOURG

Notice of an Extraordinary General Meeting of the holders of ordinary shares of a par value of US\$ 2 each ("Ordinary Shares") and holders of non-voting preference shares of a par value of US\$ 2 each ("Preference Shares") in J.F. Pacific Warrant Company S.A. (the "Company")

RESOLUTIONS 1. THAT, conditionally on the passing of Resolutions 2 to 4, the separate class meetings of holders of Ordinary Shares and holders of Preference Shares convened for 16th August, 1989 and on the passing of the following resolutions, which may be proposed:

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NY brings a queen down to earth

The city is gripped by the Helmsley 'show trial', writes Janet Bush

A TATTY old man wandered confused through the corridors of the Federal District Court in Manhattan with the sole hope of retribution on his mind. "Can you tell me where the Helmsley trial is?" he asked.

brassieres from Macy's for \$10.12 and \$14.12. She returned the least affluent dress, the court heard to great hilarity.



Leona Helmsley flanked by her lawyer as she leaves court

Table with 2 columns: Country and Retail Prices (1985=100). Rows include W. Germany, Belgium, Italy, Netherlands, France, UK, Japan.

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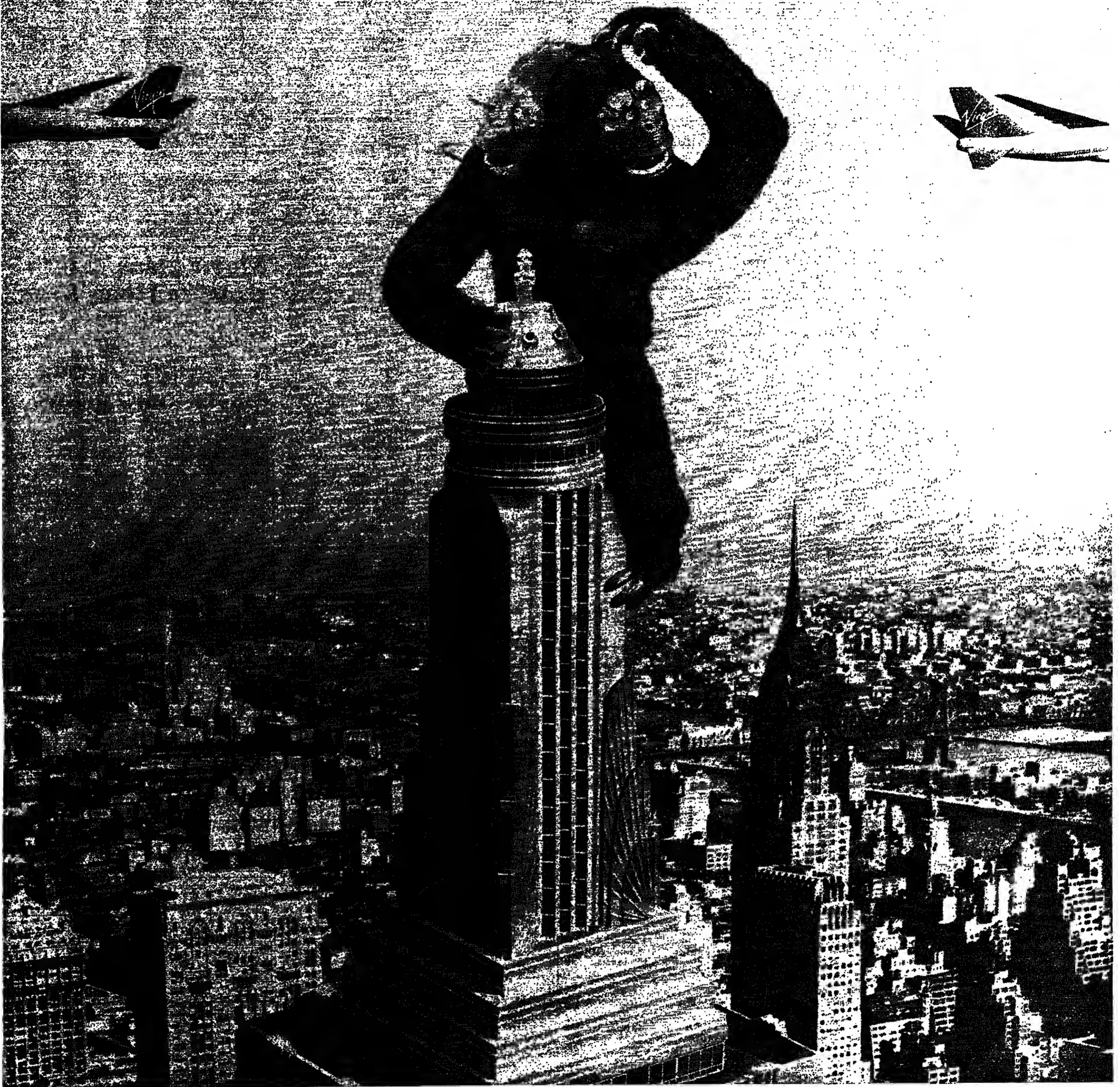
8 1/4% Convertible Subordinated Debentures Due 1990 (Payment Assured by Texas International Company)

NOTICE OF PROPOSED PLAN OF REORGANIZATION FOR TEXAS INTERNATIONAL COMPANY

On August 26, 1988, Texas International Company filed a Voluntary Petition under Chapter 11 of the United States Bankruptcy Code in the United States District Court for the Western District of Oklahoma City, Oklahoma.

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Sky races ahead of BSB in satellite TV stakes

By Raymond Snoddy

MR RUPERT MURDOCH'S Sky Television appears to be winning the publicity battle against its satellite television rival British Satellite Broadcasting, which has had to delay its launch until next spring because of technical problems. Forty per cent of those interested in joining the satellite television revolution say they will install an Astra receiver which can pick up the four Sky Television channels and other channels such as Mr Robert Maxwell's MTV and Screen Sport from WE Smith. Only 9 per cent say they will install BSB.



Rupert Murdoch appears to be winning battle

The potential good news for Sky Television, which launched its service in February, comes in the fifth monthly FT Satellite Monitor carried out by Kennington Research. The monitor tracks the sales of satellite equipment and consumer intentions. Among the 4m households who say they will definitely or probably have satellite television, 25 per cent have not yet made up their minds on which of the two competing systems they will choose. A further 26 per cent say they do not know much about either system.

For the first time, however, those households saying they will definitely install satellite television passed the 1m mark, with about 5m saying they probably will. Among 15 to 44-year-olds the potential market has stabilised at around 26 per cent. Interest in older age groups continues to fall. Since April the percentage of interested 45 to 65-year-olds has fallen from 22.5 per cent to 18.5 per cent.

The most enthusiastic social group is the C2s of market research - skilled working-class households - steady at about 24 per cent. Since April the percentage of A1 professional and managerial households will definitely or probably install satellite television has fallen from 23 per cent to 19 per cent.

Murdoch's use of media attacked

By Raymond Snoddy

BRITISH Satellite Broadcasting yesterday called on the Government to reconsider its position on cross-media ownership, following a survey suggesting that Mr Rupert Murdoch's Sky Television was being advertised disproportionately in his five national newspapers.

BSB, a satellite venture in which Pearson, owner of the Financial Times, has a substantial stake, sees the figures as an indication that Mr Murdoch may be abusing his position as an owner of both national newspapers and satellite television channels.

able to own no more than 20 per cent of a commercial television venture. Sky is, however, not included, because it is broadcast from a Luxembourg-owned satellite. BSB has been running a campaign to get Mr Murdoch's satellite channels included in cross-media ownership restrictions.

Welsh lead for group in telecoms licence bid

By Hugo Dixon

CITIBANK, the US commercial bank, and C Rich, Japan's leading trading house, are joining a small Welsh electronics company to make a bid for one of Britain's new personal communications licences.

This group may also be joined by Olivetti, the Italian computer group. They are the latest in an increasingly international list of companies vying for one of the licences which are designed to create a mass market for mobile communications.

In May, the Japanese group took a 20 per cent stake in Race; and Citicorp Venture Capital, one of Citibank's sister companies, holds the remaining 24 per cent not owned by Gooding Investments. Mr Alfred Gooding's family concern.

No joke for funny tummy cases

Lisa Wood on latest moves to end the rise in food poisoning



Sir Donald Acheson: revealed sharp rise in cases

THE "funny tummy" has traditionally been a feature of venturing across the English Channel. For most Britons, food poisoning in the home or local restaurant has not been a burning issue. But as holiday Britons have been struggling home from a typhoid-hit Spanish resort, hundreds of people in the north-east and west of England have contracted food poisoning from contaminated cooked meats. Three have died.

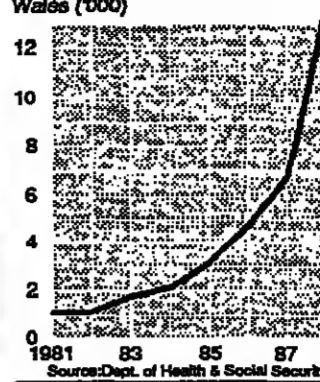
Government figures partly back up this popular belief. Official figures show the total of "formally notified" plus "otherwise reported" cases of food poisoning have increased each year since 1982, with the exception of 1985.

contamination and government pronouncements over food poisoning generally. A new code of hygiene practice for Britain's poultry producers was among the first official initiatives with the Government's white paper on food safety, published last week, the most recent development to comply with certain standards before being registered.

Mr David Statham, chairman of the policy and resources committee of the Institution of Environmental Health Officers whose members are responsible for policing food manufacturers and retailers, said: "A major problem for us has been outdated legislation."

Salmonella enteritidis

Reported cases in England & Wales (000)



Source: Dept. of Health & Social Security

such as take-away foods, chilled ready-prepared foods and cold snacks, he said. "If you wanted to operate a sandwich shop you have not even been required to have them stored under refrigeration," he said. Food handlers have not needed to be trained in food hygiene.

Anticipating a hard landing for the UK economy next year, the firm has reduced the UK equity exposure of client pension funds to close to the normal minimum of 50 per cent, and is putting money into index-linked gilts and foreign currency bonds.

Equities overvalued, says Phillips & Drew

By our Financial Staff

HIGH dealing activity and "short-termism" have persisted in some pension funds since the 1987 stock market crash, according to the UK's second largest pension fund managers, Phillips & Drew Fund Management, which manages portfolios worth £15bn for UK institutional clients.

Meanwhile the UK equity market has again become overvalued, say the firm's strategists, who correctly reduced their exposure to equities ahead of the 1987 crash. Figures for activity have been calculated for a new edition of Pension Funds Indices.

The hook highlights the excellent investment performance by equities over the long term, as well as the poor performance of gilt-edged and other fixed-income securities.

PHDFM's annual guide to investment perspective. According to Mr Jim McCaughan, a director of the firm and editor of the book, complaints of low turnover by stockbrokers are not borne out by statistics, which show the average holding period for UK equities is between three and four years.

Number of overseas students rises

By Joel Kibazo

THE NUMBER of overseas students studying full-time at British universities and polytechnics rose by nearly a fifth in the period from 1988 to 1987, according to figures from the Department of Education and Science.

Female students now account for one third of overseas students, compared with a quarter in 1980. Business, administrative and social studies formed the most popular subject group, accounting for 26 per cent of all students, although engineering and technology followed closely, accounting for 24 per cent of subjects studied by students from abroad.

In spite of the increase in overseas student numbers, the total still lags behind the peak year of 1978, when almost 70,000 overseas students studied in Britain.

Video link for lawyer makes legal history

By Raymond Hughes, Law Courts Correspondent

LEGAL and telecommunications history will be made today when the first video conference is held between a London barrister and his clients 200 miles away.

Pensioners' income rises 23% in seven years

By Eric Short, Pensions Correspondent

THE AVERAGE net income of pensioners in the UK has risen by 23 per cent in real terms between 1979 and 1986, according to the latest Economic Progress report from the Treasury.

From October, all disabled pensioners and other pensioners aged 75 or over - some 2.5m people - will receive an additional state pension of £2.50 a week for a single person and £3.60 a week for a married couple.

Between 1979-79 and 1988-89, expenditure on social security benefits paid to the elderly had risen by 27 per cent in real terms. That reflects the increased payments under Serps as the scheme matures and a 10 per cent rise in the number of people receiving the state pension, particularly a

growing proportion of married women receiving a pension in their own right rather than as dependants of their husbands.

Economics likely to generate Hinkley verdict

David Green looks at factors which may influence the outcome of the public inquiry

THE public inquiry into plans for Britain's second pressurised water reactor (PWR) nuclear power station has entered its final phase. Mr Michael Barnes QC, the inspector, has the difficult job of deciding whether or not to recommend that the proposed Hinkley Point C plant should be built.

It is one of four PWRs which the Central Electricity Generating Board has been required to build by the year 2000, at a total capital cost of £5.9bn. Each reactor will generate about 1,175MW of electricity and is expected to take between six and seven years to build.

traffic on narrow country lanes - those issues are unlikely to be crucial to the main decision. As with the Sizewell B inquiry, economics has proved the most contentious issue.

On the evidence presented at the Hinkley hearing, building another nuclear power station is likely - under privatisation of the electricity supply industry - to be uneconomic in a straight comparison with the costs of coal-fired electricity generation.

Young confident in spite of high interest rates

By Ralph Atkins, Economics Staff

THE YOUNG remain the most confident consumers in spite of high interest rates and the slowdown in the economy, according to a report published today.

International fur trade scurries away from City

By Maurice Samuelson

THE INTERNATIONAL fur trade, which has thrived in the City of London for more than 300 years, is tip-toeing out even faster and more conclusively than the press abandoned Fleet Street.

son's Bay Company fortunes were founded on the great Canadian fur forest. It is now primarily involved in oil and gas, property banking and retailing, with fur accounting for only 5 per cent of turnover.

steps to reduce environmental impact, such as the burying of new power lines which would be necessary if the plant is built. While the generic safety of the PWR has been challenged, few issues have been identified further to those raised during the 27-month inquiry into Sizewell B, Britain's first PWR, under construction in Suffolk.

Both sides in the inquiry accept that investors will demand a higher rate of return from nuclear power because of higher financial risks, including the uncertain cost of decommissioning stations.

Coal currently produces about 80 per cent of the UK's electricity. Because few renewable energy schemes - such as wind turbines - have been commissioned, almost the entire non-fossil fuel requirement will, initially at least, have to be met by nuclear power. Objectors at the Hinkley inquiry have called for the benefits of a diversity policy to be expressed in money terms.

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Objectors believe promotion of energy conservation and efficiency would lead to a reduced electricity demand. That could be met by a variety of small generating plants, including gas-fired units and renewable energy projects.

Consumer confidence indicators calculated by Staniland Hall, the business forecasting group, show a steady fall in optimism in each age group in the past year.

Demolition teams are also uprooting the close-knit fraternity of fur merchants and commission agencies from the nearby buildings in Garlick Hill, St Thomas Apostle Street, and the aptly named Skimmer's Lane.

Most of the big sales take place in Scandinavia and Leningrad and most of the tailoring of furs takes place in the cheap manufacturing centres of the Far East.

MANAGEMENT

A theory confounded

Managers who prove to be craftsmen

Michael Dixon assesses some research which finds that executives do not work to a blueprint but use their intuition

The surviving executives of the previous chief's fierce cost cuts stifted in their seats. "Right then, here's what I'm going to do," his successor declared.

His reputation as a man of action had arrived before him, and with the business in decline they were prepared to hear the worst.

Indeed they had been surprised when, instead of snapping out his own diagnosis and prescribed cure at the start of his first senior managers' meeting, he had invited and evidently listened to their views. But now the moment of decision had come.

"As from this instant," the decision-maker went on, glancing at his watch, "I'm going on holiday for three weeks. By the time I get back, I expect you to have worked out a strategy for turning the company round."

That chief executive is one of 14 heads of UK businesses who, in return for a promise of anonymity, were just taken part in a controversial research study together with their top management teams. In their most recent financial years, they presided over a combined turnover of £34.5bn of which pretax profits averaged 13 per cent.

The study of the chiefs and their right-hand colleagues - about 50 executives in all - is controversial because it bucks the trend in business-school thinking about managerial work.

"While hardly anyone now supposes management to be an exact science, it's still largely seen as a straightforward craft," says Professor Iain Mangham of Bath University's

management school who led the research. "Good managers are thought to have a clear mental blueprint of the future result they want, and a set of self-contained skills called 'competencies'. They use the competencies like a mechanic uses tools to arrive at the result specified by the blueprint."

At the top level, for example, the skills would be of two main kinds. One would be strategic competencies such as the foresight to spot what the organisation's aim should be, and the analytical skills to plan the best broad way of achieving it. The other kind would be tactical competencies including the communications skills to persuade the employees to follow the plan, and the knowledge of finance, marketing and so on to control progress.

"The craft view is convenient for people like me," the professor adds. "It implies that provided people have the right aptitudes for the work, they can be made into good managers by sending them on courses - not least in management schools."

It was with the craft view foremost in mind that he and

two colleagues, Annie Pyle and Susan Abbotson, set out on the study with a £40,000 grant from the Economic and Social Research Council. By detailed questioning of the 50 executives, the Bath trio planned to establish what sorts of competencies contributed to good performance at senior level, in which ways they might be linked with company success, and how they could be assessed and developed.

"So much for planning," Mangham sighs.

The search for what he now calls the "identikit manager" proved futile.

Although the executives are undeniably good at all aspects of their jobs, their overall competence could not be traced back to specific competencies. Far from being able to tell whether the skills in use at any one time were strategic or tactical, the researchers found no evidence to support even the basic assumption that managers operate by first thinking out what to do, then doing it.

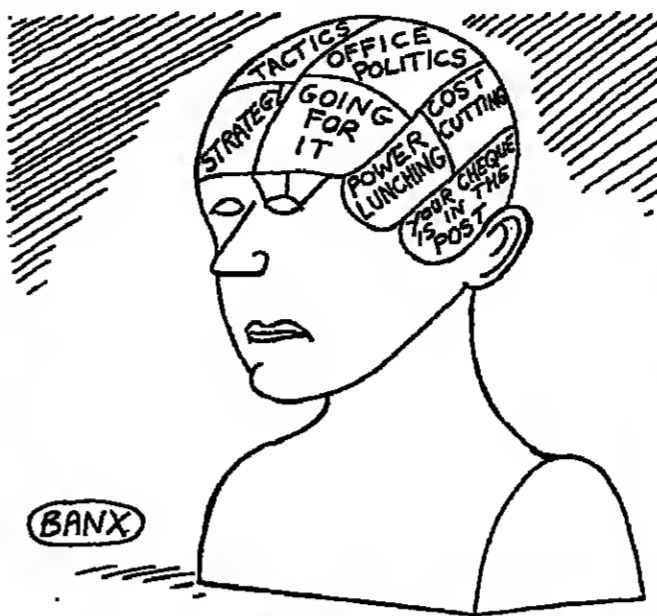
"Given that so much managerial work is done in the mind rather than just planned in it - negotiating is an example - an outside observer can hardly

expect to spot which is happening," says Mangham. "But the executives themselves make no distinction between the two."

"To them, thinking and doing are inextricably intertwined. And while they use their minds intuitively as well as rationally, they don't do a spell of reasoning followed by a spell of acting. They do both at the same time. Perhaps that's why they're not stumped by what some managers would see as paradoxes, like a need to improve product quality while cutting costs. Their answer might be to have fewer employees each responsible for raising the quality of their part of the process."

Another finding was that the executives did not look on themselves as general managers. They had learned, like apprentices, from managers they had worked for in the past.

Nor, in most cases, did they see themselves as individual



operators. Top management in their typical view, consists of teamwork.

Even so, the study showed that the members of a particular company's team each tended to have a different "style" - defined as a characteristic overall approach. "The fact that executives have particular styles doesn't mean they always make the same response to the same kind of challenge," the professor adds.

"Take, for example, the new chief who took a holiday and left the managers he'd inherited to frame the recovery plan - which worked, by the way. He'd never made his own plan before consulting them.

"That's not his style. But he

wouldn't always respond to the problem of turning round a business by leaving the planning to managers who'd worked there longer. If what they told him hadn't convinced him that they knew what needed doing, he'd have stayed and made the plan himself.

The three researchers found that the other executives worked in similar vein. While their broad style remained consistent, they varied their specific acts to suit their judgment of the nature of the challenge and the resources available to meet it.

"In sum, it seems that far from resembling mechanics working to blueprints drawn up well in advance, successful

International management comes to Kiev

By Michael Skapinker

THE INTERNATIONAL Management Institute, in Geneva has built up a formidable international reputation. The International Management Institute in the Soviet Republic of the Ukraine hopes it can do the same.

IMI-Kiev, which opened its doors last month, is a joint venture between IMI-Geneva and the Institute of Economics of the Ukrainian Academy of Sciences. The chief negotiator for IMI-Geneva was Bohdan Havelyskyi, its former director, who was born in the Ukraine.

Bringing management education to eastern Europe has been a long-standing goal of several western business schools. Last April, the London Business School ran a course in the UK for 20 Soviet managers. LBS claimed that its programme was the first offered to Soviet managers by a western business school.

IMI-Kiev is still recruiting for what it hopes will be an international faculty. Its teaching languages will be Ukrainian, English and Russian.

The school will offer a one-year Masters of Business Administration degree to managers with at least three years' experience. It will provide shorter courses for more senior managers. It will also offer research and consulting services to other educational institutions and to individual firms.

Professor Oleh Bilorus, the acting director of the new institute, says that perestroika has brought with it a new Soviet attitude towards management. "Management of industrial production has ceased to be a political issue and is no longer regarded as an exclusive feature of capitalism. It has been admitted that the laws of scientific management are the same for any society," he says.

He adds that "those Soviet concerns which go international without knowledge of scientific and applied management may go bankrupt and do great harm to this country's national economy."

At the beginning of next year, IMI-Geneva is to merge with Imede in Lausanne. The merged school, the International Institute for Management Development, will continue the association with IMI-Kiev.

The commercial university of Uppsala

Peter Marsh reports on Pharmacia's research strategy

Anyone with a keen interest in the detailed operation of the human body would probably find working as a researcher for Pharmacia, the big Swedish healthcare and instrumentation group, close to paradise.

The company's interests include eye surgery, medical diagnostics, pharmaceuticals and highly complex equipment for analysing or purifying biological materials. Not only is this range of disciplines extremely exciting to the scientific mind, the company backs these fields with unusually large amounts of hard cash.

Pharmacia spends about one fifth of its annual revenues, which last year reached SKr5.9bn (265dm), on research and development (R&D) - a high proportion even by the standards of high-tech sectors like drugs or electronics.

What has made Pharmacia stand out in recent years is its success in

trying scientific work to commercial objectives. Although not a major force in the world drug industry, it is one of the leaders in biology-based instrumentation such as chromatography and protein analysis.

"It also has a good position in medical diagnostics, which is based on kits of chemicals for identifying physiological conditions linked to disease.

The important job of co-ordinating Pharmacia's broad spread of scientific activities, and of meshing these with business goals, belongs to Elof Johansson, the company's 59-year-old R&D director.

He is in charge of 1,600 scientists and other research workers whom Pharmacia employs - half of them

at the company's headquarters at Uppsala and the rest in centres in Finland, the US, Japan and Britain.

Johansson says that much of the scientific drive of Pharmacia is predicated on the idea of linking research firmly with business objectives. Another theme is to make a clear distinction between pure research - which his company makes a point of not doing - and product development.

As a result of this policy, Pharmacia, for all the importance it attaches to new scientific ideas, has no centralised research laboratories of its own.

Instead, all 1,600 R&D workers, who number about 15 per cent of the company's total staff, work in

teams in commercial divisions which also include marketing and sales-support people.

Part of the company's philosophy is to strike up strong links between Pharmacia's scientific and technical workers and educational and research establishments in Sweden. Johansson says his company expects these groups to be thinking about pure science, leaving Pharmacia to get on with the exploitation.

"We (Pharmacia) think of ourselves as the commercial university of Uppsala," he says. "We try hard not to get involved in pure research. What we do is really all about product development."

"You have to understand that the rules and goals involved in these

two areas are quite different. We have thought about having a (pure) research set-up of our own. But we rejected this because you have to be free to grab the innovations from wherever they are. If you are not doing pure research yourself this helps to stop the NIH (not invented here) syndrome gaining hold."

Many of the basic ideas behind Pharmacia products have come initially from work in a number of research institutions with which the company has strong links.

They include the Karolinska Institute in Stockholm, Uppsala University and the University of Linköping.

Out of these connections have come, over the past 40 years, scien-

tific advances in areas like drugs to treat bowel disease, blood substitutes, chromatography (chemical separation) materials and reagents for eye surgery - all of which are now staple products for Pharmacia.

Johansson says that a vital part of the R&D worker's function within Pharmacia is to get on well with people in the scientific institutions outside the company and to listen to their ideas.

It follows that Pharmacia is also dependent on these establishments receiving adequate funding from government bodies on which they rely for most of their finance and on morale of staff in these places remaining high.

He himself knows the world of Swedish pure research very well having been part of this community up to 1984 when he joined Pharmacia; his previous job was professor of obstetrics and gynaecology at Uppsala University.

APPOINTMENTS

Chairman of Parsys

Mr Douglas Stevenson has been appointed chairman and Mr Ian Coburn finance director of Parsys, a THORN EMI subsidiary. The company was formed last year to commercially develop and market the Supermax 1000 series of high-performance, transputer-based parallel computers developed under the ESPRIT programme. Mr Stevenson will retain his present post as chief executive of Software Sciences, a sister company. He was chief executive of INMOS until its sale to SGS-Thomson earlier this year. Mr Coburn was Thorn EMI's manager of management information services.

SD-SCICON has appointed Mr Frederick Adelman as group chief accountant and to the European board. He joins from Chartar Consolidated.

NORWICH UNION INSURANCE has appointed Mr Sean White as national sales manager (appointed representative).

Mr A. Lessor has been appointed a director of LLOYD THOMPSON.

Mr W.M. Houston, managing director of BP Energy, has been appointed chairman of the COMBINED HEAT AND POWER ASSOCIATION.

Mr Gary Noon has been appointed vice-president, UK pharmaceutical division, E.R. SQUIBB & SONS. He was marketing director of the division.

CLIFFORD CHANCE has appointed Mr Rodney Short to the Paris office and Mr Peter Cornell to the Madrid office. Both are international banking partners.

Mr David Cowie has been appointed chief financial officer and secretary of the MANCHESTER BUILDING SOCIETY. He was director of finance, Lancashire Enterprises.

Mr David McLachlan has been appointed credit and risk director at MIDLAND MONTAGU, part of Midland Group.

Mr Tony Newham has been appointed chairman of D.G. Durham International, with Mr Nick Morgan as chief executive. Mr Brian Durham is chairman of D.G. DURHAM

& CO, and Mr Alf Day has been appointed managing director. Mr David Hall, chief executive of Accident & General, has been appointed to the board of parent company D.G. Durham Group.

Mr Peter Bromwich has been appointed a non-executive director of RADIE HOLDINGS. He is managing director of Midland City Properties.

Mr Geoff Eades has been appointed finance director of both N & P and FIOS WINDOW GROUP. He was finance director and company secretary of Shelvoke Dempster.

Mr Ed Slater (above) has been appointed to the new post of group managing director of the PREMIER METROPOLIS GROUP. He has been succeeded as financial director by Mr Michael Graham.

Mr John Sadie has joined the main board of VISTA ENTERTAINMENTS as a non-executive director. He remains a director of Manchester Theatres.

Mr Tony Pattimore has been promoted to director and general manager of the FEDERAL EXPRESS SYSTEMLINE. He was operations director.

MINET INSURANCE BROKERS (UK) has appointed Mr Peter Smith, Mr Jeremy Turnage and Mr David Vose to the board. Mr Phil Buckingham has joined the board of J.H. Minet Reinsurance Brokers.

Mr Peter W.L. Morgan, director general of the Institute of Directors, has been appointed a non-executive member of the SOUTH WALES ELECTRICITY BOARD.

Secretary of British Coal

BRITISH COAL CORPORATION has appointed Mr Martin Shelton as its secretary. He succeeds Mr David Brackley who has retired. Mr Shelton was head of the Corporation's information technology department in Doncaster prior to becoming executive secretary for British Coal in June.

Southgate as director - European marketing. He joins from Citicorp Investment Bank.

NATIONAL HOME LOANS HOLDINGS has appointed Mr Nigel Terlington as group treasurer - he was divisional director of structured financing. Mr Paul Dare becomes chief operating officer of National Home Loans Bank - he was treasurer of NELL.

Mr Robert Wilson has been appointed a corporate finance director in the Leeds office of HENRY COOKE GROUP. He was head, corporate finance department, York Trust.

Mr Ian Hammond and Mr Francis Moore have been appointed directors of GM Benefit Consultants, a subsidiary of GUINNESS MAHON HOLDINGS.

Baron Willem J.R. van Lynden will become general manager of RABOBANK NEDERLAND, London, on September 1. He succeeds Mr Henk G. Gentis who will return to The Netherlands to become deputy head of the international division of Rabobank Nederland in Utrecht.

At HERCULES Mr E.R.W. Prescott has succeeded Mr J. Garwood as managing director following his retirement.

Mr Paul Harwood, formerly a director of Mercury Asset Management, has joined NEWTON INVESTMENT MANAGEMENT as a director.

Mr Paul Fitzgerald has become a director of GT MANAGEMENT (UK).

Mr Neil Barton has joined GROFFREY OSBORNE as a director. He was general works manager.

CALLIDUS GROUP has appointed Mr David James as managing director. Mr Andrew Sells as a director and Mr James Heath as financial controller. Mr James was managing director of Fisons-Scientific Instruments Group and Mr Sells a director of Advent, the venture capital company that has provided finance.

GELDERMANN FINANCIAL has appointed Mr Jon

Secretary of British Coal

Mr Francis Jackson (above) has been made sales director at CROWN CORE COMPANY succeeding Mr Peter Clarke who continues as a non-executive director.

Mr Alex Rodger, vice president of THE ROYAL BANK OF SCOTLAND's North America regional office in New York, has been appointed manager and director of The Royal Bank of Scotland (Guernsey).

All of these securities having been sold, this announcement appears as a matter of record only.

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FINANCIAL TIMES

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LEGAL COLUMN

Finding right niche is name of the merger game

By Robert Rice, Legal Correspondent

AS THE curtain closes on what has been a particularly hectic year for the legal profession, it is a fair bet that as lawyers turn their attention momentarily to such matters as reacquainting themselves with their children, a number will be trying unsuccessfully to push to the back of their minds anxious thoughts about what the next 12 months might hold for them and their firms.

Chief among the worriers will be the partners of medium-sized law firms who, no doubt heartily sick of being told that they must get bigger or become true "niche players" if they are to survive in the new competitive era, may nevertheless begin to wonder if there is not something in it after all.

There is the added complication of competition from accountants and foreign lawyers to consider when the proposals to allow multinational and multi-disciplinary partnerships become law sometime within the next two years.

It would be surprising if some of them did not resolve immediately to recommend to their partners on return from holiday that the firm should pursue a strategy of merger at all costs in the coming year as the simplest solution to the problem.

That, however, according to Spicers Consulting Group, the consultant arm of accountants

Spicer & Oppenheim, would be a mistake. The third paper in its series on strategic issues for law firms entitled A Merger is not a Strategy devotes itself to dispelling this widely held view.

Spicers' basic premise - on which July's legal column touched - is that lawyers need to recognise that their business is an industry rather than solely a profession. Firms that delay accepting these implications will find their businesses deteriorating.

In particular, they argue that law firms which do not develop a business strategy will become progressively less successful in an increasingly competitive market. Merger negotiations, and mergers themselves, have little chance of success unless they are guided by a business strategy. But a merger is not in itself a business strategy. It is an action a firm takes in pursuit of such a strategy.

The first step in formulating a business strategy for law firms, Spicers says, is to identify where the firm wishes to compete in the legal market. Who are going to be the key clients and what range and depth of services should the firm offer in order to build a significant relationship with them?

Having determined that, the firm must then decide how it intends to gain a competitive

advantage in its chosen market position. How will it differentiate itself favourably from other firms competing for the same clients?

It must then determine the critical factors for success - what capabilities must it develop to achieve its market priorities - and finally it must review and develop its strategy in the light of the changing competitive environment.

Whether merger is an appropriate course, and if so, what type of firm, depends on the first step in the strategy: deciding where to compete in the market, Spicers says.

The key strategic question for law firms is: "across how wide a range of services must we provide specialisations to meet the needs of our targeted clients?"

For firms which decide that their targeted clients require specialisations across the board, size becomes the driving force of the business.

For the larger City firms, for example, the combination of breadth and specialisation is essential, not only because the needs for external legal advice of the largest UK companies are becoming more specialised, but because the legal industry is becoming increasingly concentrated.

The trend is towards a smaller number of firms gaining a larger share of the largest companies' business.

Medium-sized firms may decide to compete in depth on a narrower front. In this case, Spicers says, the achievement of a small number of specialisations should be the driving force.

Success in competing in depth across a restricted range might lead to rapid growth, but such growth would be a consequence of successful specialisation, rather than the driving force of the business.

A firm whose strategy is to meet a wide range of large company needs will require depth across a broad range of services. If its resources are currently too small to meet this strategy, then merger with another firm with complementary skills could be the best way of competing with all other firms competing in the large company market sector.

Medium-sized firms which choose to compete in depth across a small number, say three or four, of core specialisations may find merger unattractive for several reasons.

Possible merger partners may have unprofitable services outside the desired core specialisations; a profile of professional staff at odds with what is required; substantial support overheads which would largely duplicate those in place in the other firm; or a very different culture. Merger in these circumstances would be "very high risk".

There are alternative courses of action that medium-sized firms can take in these circumstances. One suggestion put forward by Spicers is for the firm to reduce the breadth of its services and channel all its resources into its chosen core specialisations.

This, they note with a certain degree of perspicacity, would be an uncomfortable option to take in the short term because it would almost certainly result in the loss of people (both partners and fee earners) and would force some who remained to move into areas of work in which they were not previously expert. In some cases, however, it can carry a higher chance of success than merger.

So there are different courses by which law firms can achieve their preferred market position. Merger is unavoidable "only where a firm chooses to build depth across a broad range of services, and wishes or needs to do so in the short term".

The course chosen will be affected by certain criteria including scale - how great is the need to increase overall size to get depth and breadth; time constraints - merger is the quickest way to achieve results; size and quality of resources demanded by each specialisation - the need to add a large number of lawyers to a service in order to create a

specialisation may mean merger is the most practicable route; and culture.

If a firm decides merger is the correct course then, Spicers say, potential merger partners should be assessed against a shortlist of factors, such as bases of accounting, client lists, profitability, management skills (do they exist to the extent required to run a combined organisation), culture, remuneration technology requirements and premises.

Of these factors, culture is likely to be critical, Spicers says. Mistaken marriages between cultures are a hazard when the top people on each side base their view of cultural compatibility solely on a personal liking for each other.

Finally, it warns, many so-called mergers are in fact takeovers. Each party should therefore take a realistic look at the quality of its management compared to that of its proposed partner. A third-party opinion might be useful here.

It should then stand back from the decision to merge and ask if, at the end of the day, it would really matter if it was taken over by the other firm. If the answer is yes, then it should only proceed with the utmost caution. If that is not possible the proposed merger should be abandoned. There is much food for thought here while buried to the neck in sand by vengeful offspring.

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Potential Made Possible

Martin Wolf argues that European economic and monetary union may exacerbate regional imbalances

The tricky aerodynamics of Emu

Historical experience suggests that in the absence of countervailing policies, the overall impact [of economic and monetary union] on peripheral regions could be negative.

Delors Committee Report on Economic and Monetary Union

The most obvious difference between the member countries of the European Community and most other industrial countries is in their labour markets. They have higher rates of unemployment than most other industrial countries; their unemployment rates have tended to rise, cycle by cycle, for some 20 years; and many of them show persistent regional differences in rates of unemployment.

It would be wrong to presume so. The programme to complete the internal market of the EC need not, it is true, have any deleterious effects in this regard and could well prove beneficial, as is suggested by the Cecchini Report on the benefits of the internal market programme.

It is not that the Delors Report is unaware of the problem. It recognises that the economic disequilibria which now appear in the balances of payments of member countries could be shown up in regional decline.

According to the latest OECD Employment Outlook, in the states of the US whose rates of unemployment fell into the highest quartile the average rate of unemployment was 6.4 per cent in 1987; in the lowest quartile it was 4.1 per cent.

same year the corresponding figures for regions of West Germany were 8.5 per cent, 3.8 per cent and 6.3 per cent; for France 12.9 per cent, 8.6 per cent and 10.5 per cent; for the UK 13.6 per cent, 7.6 per cent and 10.2 per cent; for Italy 19.4 per cent, 6.6 per cent and 11.2 per cent; and for Spain the almost incredible figures of 27.7 per cent, 14.7 per cent and 20.1 per cent.

Such differences in regional rates of unemployment mean that any economic expansion some regions will be overshooting while others are still in recession. Thus large regional differences in unemployment put a floor to the national rate of unemployment, a perennial problem whose effects can be seen in the UK today.

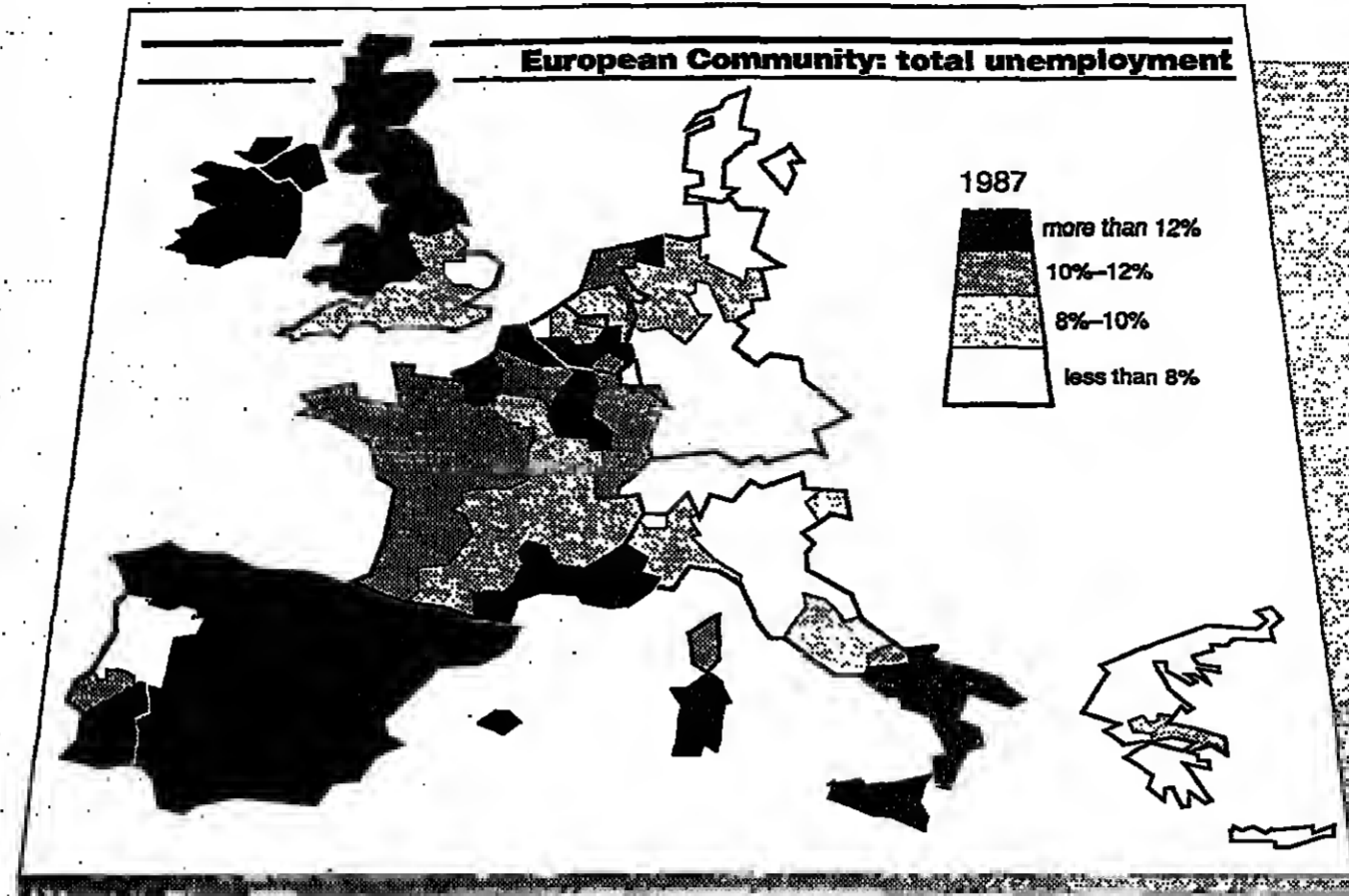
How is it possible for small European countries to have regional problems that are worse and in some cases far worse than those of a continental economy like the US? There are two reasons: first, wages are set to a far greater extent than in the US on a national level and, second, labour (particularly unskilled labour) is relatively immobile, largely because of mistakes in housing policy.

That the European problem is particularly deep-seated is revealed by the close correlation between the regions with high unemployment today and those with high unemployment 15 or more years ago. The OECD report shows, for example, that in the case of the US there is no such correlation.

This is much less true of the European countries. In the cases of the UK and Italy, in particular, the correlation between the regions with high unemployment today and those with high unemployment in the 1970s is almost perfect. While less true of France and West Germany, the correlation in both cases is still far higher than for the US.

Such deep-seated regional problems reflect the failure to adjust to the regionally-differentiated effects of economic change. To take the example of the UK, Scotland and Northern England have been relatively depressed regions for almost a century, as the 19th-century staple export industries - textiles, ship-building and coal - have gone into decline.

As regional demand declines, real wages



should fall (assuming, quite reasonably, that labour is the most important relatively immobile factor of production). Emigration of labour and immigration of capital should follow. The latter will support regional expenditure in the short term and expand production of goods that can be sold outside the region in the long term.

The more integrated is the region into the wider economy (particularly by the transport infrastructure), the easier it will be to find substitute production and the smaller the adjustment that will be required of the labour market. Furthermore, the easier people find it to migrate, the smaller the required change in the cost of labour.

If, however, a region is not well-integrated into the wider economy, and labour finds it difficult to migrate as well, the real cost of labour must move considerably if equilibrium is to be restored. In the absence of such adjustment, one gets the entrenched regional problems of northern England or southern Italy.

It should be stressed that the ability to adjust the nominal exchange rate is of benefit only to the extent that it makes changes in real prices (particularly the cost of labour) easier to achieve.

changes can have large effects on such real prices, effects that could hardly be achieved in any other way.

Conditions in the US are somewhat special, but they are not that special. If, for example, the average rate of inflation in an economy were close to zero and a substantial cut in the real cost of labour were required in a particular region, nominal wage cuts would be needed.

So the loss of exchange rate flexibility must have a deleterious effect on the capacity to adjust to regionally differentiated shocks. In this respect Emu will make the adjustment problem somewhat worse.

That is not the end of the story, however, since economic integration in the EC will itself create pressures for adjustment. The internal market programme will drive prices of goods and factors of production closer together. For example, there will be a tendency for the prices of labour to converge, as production of labour-intensive goods shifts more rapidly to peripheral regions and an EC-wide market for highly skilled labour emerges.

This tendency will itself be socially disruptive. More important perhaps, its benefits - which should be substantial for the

poorer parts of the EC - will be the result of the long process of economic change now under way. The danger is the benefits will be anticipated and so forestalled.

While in no way a necessary consequence of Emu, nothing is more probable than the emergence of EC-wide bargaining and EC-wide wage rates once there is just one currency. This has certainly been the experience of the existing member states. But any such move towards EC-wide bargaining and wage formation could prove catastrophic for the less productive regions.

Productivity per head in manufactures is reasonably close among countries like West Germany, France, the Netherlands and Belgium. But that in Italy is 80 per cent of the German level, that in the UK 70 per cent, that in Spain a little lower still and that in Portugal below 30 per cent of the German level.

An attempt to equalise wages in the common currency before the process of economic convergence had worked its way through (which may take a generation) would repeat on an EC-wide scale the regional problems of the member states today. Within the member states, it seems to be the premature attempt to equalise wages that is the main source of the difficulties, a conclusion that can be drawn from

the fact that it is almost always the poorer regions that suffer from high unemployment, a connection that is as familiar as it is economically unnecessary.

The potential for such regional problems is also revealed by a comparison of the EC with the US. Leaving aside Alaska, income per head in the poorest state (Mississippi) was 61 per cent of that of the richest (New Jersey) in 1983. On a comparable basis income per head in the poorest EC member was only 20 per cent of that of Denmark (the richest) in 1987, that of Greece was 27 per cent and that of Spain was 39 per cent. Even that of the UK was only 63 per cent of that of Denmark.

What then has to be done to ensure that Emu does not create regional problems that could undermine the legitimacy of the whole effort at European integration? The first requirement is greater economic integration, which is being promoted by the internal market programme. Such integration would be greatly facilitated by substantial investment in infrastructure, especially transport, as is suggested in the Delors Report.

The second requirement is increased mobility of labour. This means, for example, that one element of any social charter should be the housing market, a subject entirely ignored by the present draft. It also means both the promotion of training and mutual recognition of qualifications, as is rightly recognised in the draft Social Charter.

The third - and certainly most controversial - requirement is that there must be no pressure for EC-wide common wages or working conditions, least of all under the emotive rubric of "social dumping".

On the contrary, existing national bargaining needs to be reduced in scope.

The ideas of the draft Social Charter on the establishment of a maximum working week, the regulation of part time employment and the establishment of a "fair wage" appropriate to each member state are all worrying. Equally disturbing is the idea of upward "approximation" of living and working conditions that is to be brought about not by economic development but by fiat.

Emu is a noble ideal. But if it is not to be as flightless as its Australasian namesake, the principles of economic aerodynamics must be remembered. Foolishly implemented, Emu might exacerbate the existing regional problems of the EC and even add new ones, as the existing member states become regions of the wider EC economy.

The powers that be in the EC appear to believe that economic integration can sold to workers only by tempering the wind of competition to the short lamb. In anything but the short run, this is the reverse of the truth, however politically unpalatable this may be. What will be needed - along with much more investment in training and infrastructure in the poorer regions - is not less, but far more competition in the EC labour markets.

LETTERS

Equal behind the law

From Mr J.A. Rowson. Sir, Your legal correspondent doubts (July 21) that we shall see many solicitor advocates in the High Court before the turn of the century. He sees it as inevitable that the Law Society will have to draft training rules which would have this result.

But this would be contrary to the Government's belief, expressed in the white paper, that the public should have the widest possible choice among properly qualified advocates.

Perhaps your correspondent sees the new body of four senior judges, in addition to the Lord Chancellor, whose court will sit in the High Court as able to enforce such a delay despite being required to take account of competition implications.

The legal reforms should create the possibility of two lawyers rather than three in some High Court cases, the latter combining his own role with that now performed by one of the two counsel frequently

required. In smaller cases, there should be the possibility of one lawyer rather than two. This will not be a threat to a strong, separate Bar, continuation of which has universal support, including that of my own firm. What could diminish the Bar (as implied by your correspondent) are higher hurdles for solicitors than for barristers, encouraging the former to recruit barristers (for rebelling as solicitors) rather than themselves qualifying for advocacy rights.

There can be no justification in setting more demanding qualifications for solicitors than those for barristers. Nor should there be irrelevant requirements, such as an obligation to work as a sole practitioner, to forego direct access to the public, or to observe what in practice is largely an illusory "cab-rank" rule - all as put forward by the Bar.

John Rowson, Herbert Smith, Wadding House, 25 Cannon Street, EC4

VAT on financial services

From Mr Julian Oliver. Sir, Eighteen months ago you published my letter pleading to be taxed. Following Richard Waters's article, "EC deals tax blow to stockbrokers" (August 2), perhaps the ranks may be swelled?

As he points out, the financial services industry is bearing an ever increasing burden of VAT through bought-in supplies which it is unable to pass on to taxable entities.

During the past year, in conjunction with our colleagues in the European Banking Federation, we have made considerable progress in winning the intellectual argument that European Community member states should offer financial service companies a "mandatory option" (mandatory in the sense that all member states must provide financial service companies with the option either to remain exempt or to be liable for VAT).

The advantages of such a scheme are substantial, to both suppliers and consumers. The supplier could deduct his input

tax, thereby saving costs. The customer company would have an identified VAT-charge on its invoices rather than the present "hidden tax" in the price paid. That customer, in turn, could recover VAT costs on financial services purchased instead of suffering the "hidden tax" in his cost base.

Thus transparency would be achieved: the anomaly by which competing but differently classified services charge or do not charge VAT would be removed; and the present disparity between Germany, which allows the option at present, and the rest of the EC, which does not, would go.

We are aware of only one disadvantage: that is that national exchequers believe that they would suffer a short-term shortfall in expected VAT revenues. In the long term they would gain - and, surely, the UK Chancellor is supposed to be tax revenues.

Julian Oliver, American Express Europe, 1 Place Louise, Brussels

Designed for confusion

From Miss Kathy White. Sir, It would not be fair to Alice Rawsthorn to accept without comment the director of the Design Council's deflationist rebuttal, (July 24) of her assertion that it has gone from crisis to crisis.

Recent times have seen the departure of Lord Snowdon and the wholesale loss of the council's senior staff. The council has promised to match the Department of Trade and Industry's grant of 26.2m with funds from industry sponsorship. Delay in finding these funds has resulted in continued postponement of the

Young Designers' Centre: the proposed replacement for the Design Centre Shop.

The council has abandoned its export and promotional function on behalf of British industry in favour of the overcrowded area of design education. Public perception of the role and accountability of the council is understandably confused, and its activity looks to be not so much in crisis as to have met its nemesis.

Kathy White, Strevy Art, Greville Cottage, Hampton Court Road, East Molesey, Surrey

Coming down to earth

From Mr W.M. Lomer. Sir, Peter Marsh, writing about Apollo (July 15), contrasted "giant steps for mankind" and "scientific ecotrips" in his list of Government co-ordinated programmes in technology, one and one only has a direct, simple technological goal which would be a giant step for mankind.

This is the development of nuclear fusion as a source of energy, based on an inexhaustible fuel, giving rise to lower pollution than any presently available source. Ecotrips in this field were spent 30 years ago. Now, after sustained

effort, we can say that the goal is attainable.

Perhaps mankind will say it is not worth the expense: let the third world do without energy, or let operating in the sun's outer blanket. Perhaps it is not going to be quite as cheap as fossil fuel in 2050. Perhaps this, perhaps that... But fusion is a closely targeted world effort on something of permanent value to mankind. Its value is not in spin-off, but in its central objective. That makes it different.

W.M. Lomer, Director, Culham Laboratory, Abingdon, Oxfordshire

'The UK would be better off without local government'

From Mr Stephen Garvin. Sir, Are the pages of the Financial Times the right place for political acts of the variety set up by Michael Prowse (Leonard column, July 28)?

If it is all right for people to pay "the same flat charge" for a TV licence, a health service prescription, a rail or bus journey, supply of gas, electricity, or water, and so on, why is it "morally indefensible" to pay thus for the removal of dustbins, use of the public library or any of the public services?

Between Mr Prowse's question-begging opening and his conclusion, in the space where one expects to find argument, there is nothing but a flourish of standard retri-phrase. "Nurses with small incomes and tiny flats will be paying the same as millionaire landowners." "My own view," concludes Mr Prowse, "is that some form of local property tax is essential, but that it could be supplemented by a progressive income-tax."

Years ago I served on the

London County Council Education Committee, the predecessor of the Inner London Education Authority. My experience was that on everything of any importance the Secretary of State bore the responsibility and had the last word.

Similar conditions prevailed in the other council departments. I therefore formed the opinion that the country would be better off without local government, leaving it to the departments of state responsible for the duties devolved

upon local authorities to carry out these duties on their own account.

It was a pity that the entire incubus was not removed when the Greater London Council (GLC) and the larger units were abolished. Had that been done, the problem of local authority finance would by now be revealed as the phoney question it is.

Stephen Garvin, Little Bricklayers, Stonegate, Wadhurst, East Sussex

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INSIDE
Lucas starts to see the light
After conducting a revamp of Lucas Industries' automotive activities nearly 18 months ago, Bob Dale sat in the two-thirds empty mausoleum at Great King Street, Birmingham, which was once the driving hub of a vast car components empire and was acknowledged for the umpteenth time... that Lucas had undergone more motor components reorganisations than many have had hot dinners. This time, however, there are increasing signs that the shake-up is having the desired effect, writes John Griffiths. Page 19

French bonds join the bicentenary celebrations
France had more than its fair share of publicity in July as the bicentenary of its revolution was celebrated in style. A few privileged citizens, however, were aware that one subject worthy of attention slipped by almost unnoticed. Despite the celebrations, and the resulting absence of many French investors who preferred to be on the beach, July witnessed the sudden expansion of new issue activity on the Euro-French franc market. Andrew Freeman reports. Page 17

The double-edged appeal of consumer electronics
The share that colour television sets, hi-fis and the video recorders take of Japanese domestic output has dwindled to a mere 20 per cent, as production has been shifted offshore. Yet, in the West, the consumer products business is being excited as the harbinger of the next revolution in information technology. So has western industry got it wrong - jumping into a market just as the Japanese are pulling out? No, argues Guy da Jonghe, for though the Japanese have widened their horizons beyond consumer electronics, they are a long way from abandoning an activity that remains an indispensable weapon in their industrial arsenal. Page 30

Market Statistics

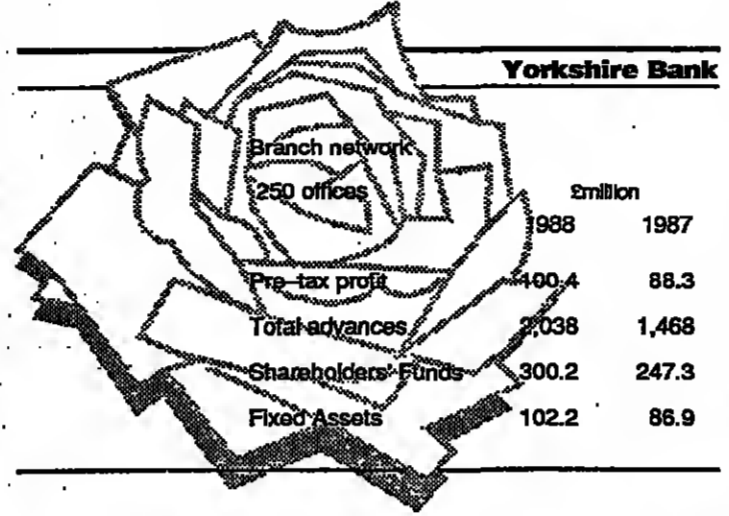
Base lending rates	2.80	Money markets	2.8
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Foreign suitors lured by the English rose
David Barchard on what could be a rare opportunity to buy into the top end of the UK banking market

For foreign banks eyeing Britain's banking market with 1992 in mind, the news that Yorkshire Bank may be up for sale is an exceedingly rare opportunity to buy into the market at the top end. For though Yorkshire Bank resembles Girobank, the only other UK bank to come onto the market in the last year, in having its headquarters in the North of England, the resemblance stops there. For nearly eight decades, Yorkshire Bank has been owned by a consortium of the big clearers. What began in Edwardian times as the banking of a provincial savings bank, had become by the 1980s an extremely remunerative if low profile joint venture between National Westminster, Barclays, Lloyds and Royal Bank of Scotland.



	1988	1987
Branch network	988	1987
Pre-tax profit	400.4	88.3
Total advances	2038	1,468
Shareholders' Funds	300.2	247.3
Fixed Assets	102.2	86.9

Midland was once a member of the consortium, but dropped out in the early 1950s. Today NatWest has a 40 per cent stake; Barclays 32 per cent; Lloyds 20 per cent; and Royal Bank 8 per cent. If Yorkshire Bank is sold - so far its owners have only indicated that they are thinking about a possible deal - the four will be sacrificing the annual contribution it makes to their profits in favour of the handsome goodwill premium it can be expected to raise. This will strengthen their capital base in a year when all of them have been forced to shell out hundreds of millions of pounds in provisions against Third World debt. In British banking, there are few institutions which can be directly compared with Yorkshire Bank, a low-cost, no-frills provider of solidly profitable retail banking services which has been given a relatively free hand by its owners for several decades to get on with the business of quietly making money in a local market with which it is closely linked. For many years, the bank's general manager was not even a member of the board which consisted of retired senior figures from the clearing banks who would cast experienced eyes through its accounts. When three years ago, Mr Graham Sutherland, Yorkshire's general manager, was offered a place on the board, it was a break with tradition. Before accepting, he felt obliged to sound out his colleagues in Leeds to be sure that they would not object to his new role. There are also some relatively unexplored areas in its business profile. Its clearing bank owners have no doubt been perfectly satisfied that corporate lending is one. Though Yorkshire Bank is

Don't count on US economic policy
By Anthony Harris in Washington

American weather-persons announce the barometric pressure as "three-on top two-nine inches", yet I'm sure that they don't answer questions about their age with "three-four". Slightly odd, that. When a serious newspaper reports that the Japanese have been selling some device at "178 per cent below cost" it is rather more than odd (what they meant was that a 178 per cent anti-dumping duty had been imposed). When a shop assistant gets out his calculator to discover how much change I am due for a \$3 purchase out of a \$5 bill, the penny drops. Clearly, many Americans do not find numbers user-friendly. This isn't just an American problem, of course. I remember a London news bulletin which said that 300,000 tons of bananas were rotting on the quayside in Barcelona - about 14lbs for every Spaniard; an overstatement by a factor of 100 that nobody had noticed. At least, though, the number can be translated as "a lot of bananas". It is harder for American listeners to know what is going on when they are routinely told, for example, that "inflation rose 0.2 per cent last month", when what the announcer means is that prices rose, but inflation fell. (The BBC used to muddy the waters itself by describing a trade surplus as a "profit", but has learned better economics from long national adversity.)

When the problem appears at what ought to be professional levels, it is downright worrying. Only last week, for example, a leading business magazine published a letter explaining that the idea that high interest rates mean that the cost of capital for US businesses is high is a myth. The interest rates gap, the writer explained, simply measured the difference in inflation expectations between the US and its competitors. This, he went on, is proved by the forward discount of the dollar in the currency markets against low-interest-rate currencies. If they didn't like the answer, borrowers could always go to Tokyo. This is the kind of nonsense one expects in a salon bar argument, or from a first-term student, but the letter was signed by an associate professor of finance at an apparently respectable university. When professors of finance apparently do not know anything about arbitrage, which ensures that forward rates are a



strict function of interest differentials, or the cash flow strains of high nominal rates, or the risks of exchange rate exposure in today's markets, his students are in trouble. These anecdotes are a long approach shot to the paradox that really concerns me: the US has a virtual world stranglehold on first class economics, but ordinary American legislators and media tend to make a fearful muddle of quite straightforward problems. The debate on the savings and loans which has obsessed the Congress right up to the summer recess is an excellent example. The fact that the exercise is universally known as "the S&L bailout" got the discussion off to a bad start; for the failed thrifts have not been bailed out. They are bankrupt, and their owners may wind up in jail. The crisis is simply about making good on the federally insured deposits which financed their unwise lending. Once it is realised that the effort is aimed simply to prevent up to \$200bn of small savings from vanishing in a puff of acrid smoke (and incidentally to preserve the faith and trust of the US Treasury), the issues are fairly simple. The question the crisis ought to raise is whether savers need federal guarantees in the first place. Other countries get along very well without State insurance, because they make sure that the saving institutions are properly supervised; in the US the combination of insurance and lax supervision was deadly. Congress did, to its credit, tackle the question of rules of conduct in the face of much lobbying; but the insurance question was ducked entirely. They did not even try to amend the rules to make sure that the cover is restricted to small deposits, as was originally intended. As things are, brokers can split any sum, however large, into insured, \$100,000 packets. Instead, both sides spent their time accusing the other of sharp practice in trying to keep the capital cost of the claims off the Budget. This is purely a financing transaction, and therefore, as Mr Alan Greenspan patiently explained last week, should rightly be handled off budget. The taxpayer must simply pay the interest which depositors expected to receive from mortgage-holders. It is not so easy to stop a good political

row. Unfortunately the Administration had never made Mr Greenspan's point. The final compromise managed to get the worst available result, as usual. Part of the money will be put on the budget this year, when no waiver is required under the Gramm-Rudman-Hollings deficit-limiting Act: G-R-H is about projections, not about cut-throats. This reminds international investors to read the small print. The rest is raised through the Administration scheme for a special off-Budget financing corporation, which will probably now be regarded with unjustified suspicion. One note of good sense: Messrs Dan Rostenkowski and Leon Panatta, chairmen of the relevant committees, voted against this mess. If anyone could have prevented this unnecessary row, it is Mr Richard Darman, the budget director; he is a highly sophisticated thinker who has also charmed the Congress. Unfortunately he has yet to master the Greenspan art of explaining issues in simple terms without appearing to talk down. Mr Darman was in trouble again recently when he gave a thoughtful talk to the National Press Club on the need for long-term thinking - he is especially concerned to get people thinking about the importance of public-sector investment, which fell by half from an already very low level in the Reagan days. His talk was reported, so far as it was mentioned at all, just as another hell-fire sermon on deficits. Economics is complicated, and can often be rather boring; Americans are trained, by their media and their politicians, to regard it as simple, but generally deeply alarming. As a result, it is hard to sell sound policies, but easy to stir up a crisis. A final silly-season example. Some high-tech companies in Europe, and non-European operations, are finding it hard to find high-end suppliers to satisfy local content rules. This includes Japanese car-makers and European computer-makers - who complain that only IBM can meet the requirements for public-sector buying. They have been getting American chip-makers to set up European operations. This could be reported as what it is: a tribute to American know-how. It is reported instead as sinister evidence of Fortress Europe. Watch for developments.

Economics Notebook

The taxing problem Italy faces

GOOD fortune recently took me to one of Rome's smartest and most expensive restaurants where, bored of us having dined in fine style, my host was presented with the bill scrawled on a scrap of paper evidently torn from a child's exercise book. The significance was immediately grasped: the proprietor of this fine dining house, who that same evening was facing Italy's new foreign minister, was intent on evading payment of the value added tax on his by no means modest charge. My host protested that he did not expect to be asked to participate in evasion by such a top restaurant which (very Italian, this) had not even had the good grace to invite him to share the sin by discounting the bill. A proper receipt was duly presented and my friend freed from the danger of arrest. A law passed in 1988 requires consumers liable to punishment if they are found without a receipt in the immediate vicinity of services purchased. The incidence of tax evasion in Italy is truly phenomenal, reflecting a culture which still tends to regard the state as an occupying power and its defrauding as almost a social duty. Most estimates put the total sum failing to reach the national exchequer every year at between £200,000bn and £250,000bn. (\$285bn) or around 20 per cent of gross domestic product. This year's budget deficit will be in the region of £130,000bn and could in theory be wiped out if the problem was more efficiently addressed. Every government, including the one most recently installed under Mr Giulio Andreotti, promises to improve the State's performance in collecting taxes, but most have failed to make much impact. A recent report from the Corte dei Conti - the independent institution which checks

the national accounts - identified three basic reasons for the extent of evasion. First, and most important, is the inadequate scrutiny of tax returns which means that in 1985 only 225,000 out of a total of 25m direct tax payments were checked and only 150,000 out of 5m VAT returns. The second reason was the enormous backlog of land and property some 5m factories - still to be valued for tax purposes, and the third was the extraordinary length of time needed to individual challenges to tax assessments. The Court reported that there were no fewer than 2.6m outstanding cases to be adjudicated by Italy's special taxation courts because they lack the staffing, in particular a complement of full time judges, to make much impression on this mountain. An IMF report to the Government late last year explained that it was in taxpayers' interests to challenge assessments because they would only pay 12 per cent interest on the final sum for which they were judged liable, and better returns are to be had from long-term investments. Moreover, taxpayers can reasonably hope to benefit from one of Italy's regular tax amnesties which will allow a lower payment than that originally demanded. If Mr Paolo Cirino Pomicino, Minister of Finance, really wants to attack tax evasion he could do a lot worse than pour over the IMF report. One of its key recommendations was the need for a simplification of the tax system by abandoning the greater part of the 100 or so taxes for which an Italian may be liable. In fact, 97 per cent of the Treasury's income derives from just 16 imposts, and the costs of trying to apply the dozens of others far outweigh the revenues derived. The IMF

THIS WEEK

THE SPENDING and borrowing behaviour of both US and UK consumers will provide themes for financial markets this week. Final UK retail sales figures for June are published today. Provisional figures show a fall of 1.8 per cent, cutting the annual growth rate to its lowest level for nearly five years. But the series is volatile and could be substantially revised. US figures for retail sales in July are released on Friday. Recent months' figures have pointed to a significant slowdown in consumer spending, soothing concerns about inflation and encouraging hopes of an easing of monetary policy. The consensus of analysts' forecasts compiled by MIMS International, the financial research company, is for a rise of 0.5 per cent. Other US figures include the producer price index for July, also on Friday. The index is widely regarded as a good indicator of future inflationary pressures. It could give further clues about the expected abatement in price pressures, influencing bond prices as well as dollar trading. The consensus of analysts' forecasts is for a rise of 0.1 per cent compared with the previous month. In the UK, figures for consumer credit agreements in June are released at the same time as the retail sales numbers. In May, credit outstanding showed a record £505m increase - prompting speculation that consumer borrowing had become indifferent to higher interest rates. The Bank of England publishes its August quarterly bulletin on Thursday. Analysts will be reading between the lines in the bank's economic assessment for clues about the interest rate policy of the monetary authorities and for hints about when a cut might be expected. Most expect the bank to play down hopes of an early fall. With few economics statistics expected elsewhere in

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UK COMPANY NEWS

Maxwell renews interest in Harcourt Brace

By Raymond Snoddy

MR ROBERT MAXWELL, the publisher, has renewed his interest in trying to acquire some of the publishing operations of Harcourt Brace Jovanovich, the US educational publishing group. Two years ago, Mr Maxwell, chairman of Maxwell Communication Corporation, launched a \$1.73bn bid to take over Harcourt Brace - a bid that finally failed after bitter litigation. During the battle Mr William Jovanovich, like Mr Maxwell, a self-made publisher of Eastern European origin, said of his British antagonist: "Mr Maxwell has money, but not enough. He ought to be sent packing to Liechtenstein (where the trusts controlling Maxwell companies are based)."

Wace extends presence in the US

Wace Group, the pre-press services company, is to buy two US film processing companies for an initial consideration of \$1m (£617,000) in shares and cash. There will be further performance-related payments up to \$4m. This move will extend Wace's presence in the US both geographically and its range of services. The two companies, which trade under the name of Ross Ehlert, run film processing laboratories and offer reproduction services to the exhibit and advertising industries. One of the companies is based in Chicago, the other in Florida.

Backing sought for alternative BAT plan

By Andrew Hill

AIM GROUP Zurich is hoping to persuade Lord Thomson of Monifieth to put forward its alternative reorganisation plans for BAT Industries, the tobacco-based conglomerate facing a £13bn bid from Sir James Goldsmith's Hoylake consortium. AIM, a little-known merger and acquisitions business which seems to be viewed with a mixture of disdain and amusement by the main players in the BAT bid, yesterday produced more details of its counter-proposal. It claims the plan - for the existing board to dispose of BAT's non-tobacco interests - would realise some £1bn or £2bn more than Hoylake's proposals. At an MCC briefing last week, accompanying the announcement of £182m pre-tax profits for the 15 months to March 1989, Mr Maxwell was, however, scathing about what had happened to Harcourt Brace since the decision to recapitalise. Mr Maxwell went on from his Harcourt Brace defeat to successfully take over both Macmillan, the US publisher, and Official Airline Guides last year in deals that totalled \$3.5bn.

Today's fashion is tomorrow's risk

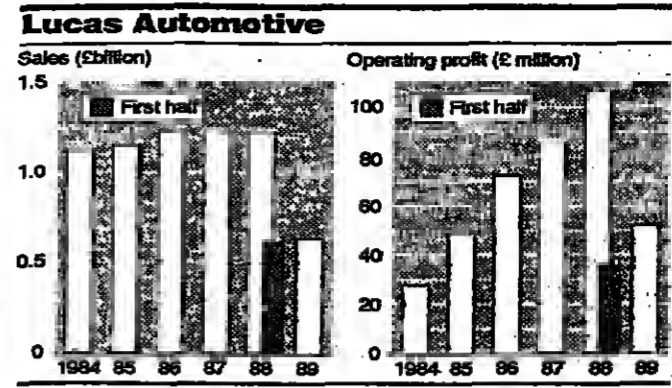
John Griffiths on Lucas Industries' approach to technology of the future.

SHORTLY AFTER conducting a revamp of Lucas Industries' automotive activities, Mr Bob Dale set in the two-thirds empty mausoleum at Great King Street, Birmingham, which was once the thriving hub of a vast car components empire and wearily acknowledged - for the umpteenth time - that Lucas had undergone more motor components reorganisations than many had had hot dinners. "Will this one work? There's no point in me saying 'of course it will' because you won't believe me anyway. You're just going to have to wait for next year's profit figures."

That was nearly 18 months ago. And as this year has progressed Mr Dale, 50, managing director of the Lucas Automotive division created out of the reorganisation, has assumed increasing confidence. First confirmation, in March, that profitability of Lucas' automotive operations was continuing to climb sharply, even if sales were not. The 23 per cent rise in operating profits last year, on a static turnover of around £1.2bn, accelerated to 34 per cent - on sales of £934m - in the current year's first half. Nomura Research Institute's Mr John Lawson, for one, sees the trend as likely to continue, at least in the short term. Last month, Mr Dale disclosed that Lucas Automotive intended to expand more than five-fold its production of sophisticated, electronic-based car anti-skid systems.

This week news came of a landmark order to supply BMW with 400,000 fuel injectors a year, giving cautious credence to Dale's contention that even West German car makers would like to weaken the near-monopolistic grasp in the "high-tech" sector of components giant Robert Bosch, and that Lucas can help in the process. Lucas is about to announce

that another "prestige" car maker, Saab, is to take complete electronic fuel injection systems from the UK-headquartered company. However, both Mr Dale and Lucas Industries' chairman and chief executive, Mr Tony Gill, insist that they are not complacent about the turnaround. Even though the BMW contract has been seen in the City as a vote of confidence in Lucas, "we know that there are analysts out there just waiting for car markets to go down, and us to go down with it again - I'm looking to disillusion them", said Mr Dale. The contention that Lucas was not necessarily suffering too much when the current, four-year-old boom in West European car sales, comes to an end is based on several arguments. The first is linked to Lucas' core strategy of investing heavily in its own expertise to produce sophisticated electronic-based systems for vehicles of the future. "Cars are going to become much more complex", says Mr Dale. "And if we're supplying a range of complex component sub-systems and packages, there's no reason for our sales value to go down even if the car market does". Lucas Automotive is currently investing around £100m a year in research in its development in pursuit of this goal. So far, it believes car buyers have only glimpsed the new technology to be applied in cars over the next few years. For example, says Mr Dale, London has to have a vehicle control system - it can't be left to traffic lights - thus opening new opportunities in terms of components for automatic guidance systems. Lucas is also preparing for the approach of the drive-by-wire "intelligent" car, in which suspension, traction, steering and other key aspects of vehicle's behaviour will be under electronic control.



"Essentially, we're dealing with systems integrators; traction control, chassis control - the developments are almost endless." Increasing sales volume - Lucas Automotive's turnover has hovered around £1.2bn for the past four years - is a task that still lies mainly ahead, even if given impetus by the new contracts. However, Mr Dale reckons Lucas is much better placed to do so as a result of steady progress made on managing costs downwards. He estimates to have taken 20 per cent out of costs already through the restructuring seen in the process acknowledging a debt to the Japanese. "We've copied a lot of their methods", says Mr Dale - a task made easier by the joint ventures in which Lucas Automotive is already involved, which are likely to be followed by more over the next few years. These are Lucas Yusa Batteries, which is supplying ignition and braking equipment and batteries to Nissan's manufacturing plant in the UK, and Lucas Sumitomo Brake Industries in the US. The latter was set up initially to supply Mazda and Ford's joint vehicle plant at Flat Rock, Michigan. But it is seen also as a lever for prying open further Japanese "transplant" business in North America. "Rise's, Lucas" in south Wales which is to supply Rover and Honda with wiring harnesses, is said to have been a major beneficiary of work practices restructuring - "you might believe you were in Japan", claims Mr Dale - a replica of a Sumitomo factory. Mr Dale makes clear that Lucas is on the prowl for further joint ventures with the Japanese in other product areas; an aspect that has assumed even higher priority in the wake of Toyota's decision to set up both car and engine manufacturing plants in the - the biggest Japanese investment to date in Europe. "Toyota are intensely conscious of the need to be seen as 'European'", claims Mr Dale, who has already started talks with the Japanese company. He insists that all three Japanese incomers already feel "comfortable" with Lucas because of its long-standing links with the Japanese industry. About half of all Japanese cars, for example, use Lucas' brake technology under licence. Group chairman, Mr Tony Gill, believes that a more pessimistic scenario, of European

component makers struggling against an invasion of Japanese component makers - as happened in the US, where there are now over 300 - won't materialise. When Japanese car makers first arrived in the US they found a domestic car industry which was very vertically integrated, and consequently an inadequate and inefficient infrastructure of independent component suppliers - and thus had to encourage Japanese component makers to set up shop. The European independents, he suggests, have both had time to restructure and were in any case more efficient and flexible because the European manufacturing scene is so much more complex. Lucas Automotive is also not ruling out any acquisitions which might be relevant to its central strategy - a sharp contrast to the disposal of some of its "commodity" component businesses like lighting and starter motors a year or two ago and which at the time freed operations that, like Smith's Industries, Lucas might be planning to get out of the motor components sector altogether. "We're now financially strong and positioning ourselves to do whatever looks right", says Mr Dale. Some further restructuring of the existing automotive operations is also in prospect: "some small disposals, but no dramas - just pruning and good husbandry." However, Mr Dale stresses, one of the main lessons Lucas has learned during the 80s is to be flexible in attitude and approach. "As the motor industry continues to go through the globalisation process, we will see the players continuously shifting strategy that is why we are not casting in concrete our own position for the next few years. "Today's fashion is tomorrow's risk."

Red Funnel disowns press profit estimates

By Andrew Hill

RED FUNNEL Group, the Southampton-Cowes ferry operator facing a hostile bid from Sally UK Holdings, has dissociated itself from press estimates that its three principal divisions contributed equally to group profits. Last year, Red Funnel made £2.84m before tax. The group did not break down the contribution of the main operations - ferries, tugs and haulage and engineering interests - except to say that Cosens, its engineering subsidiary, had recorded "a small trading loss". Red Funnel has another two weeks to publish new financial information, should it decide to split out the performance of the different divisions, or to issue a profits forecast for 1989. Sally UK, which runs ferries between Ramsgate and Dun-kirk, is offering 205p a share for Red Funnel, the trading

name for Southampton Isle of Wight and South of England Royal Mail Steam Packet. Earlier last week Sally had to clarify its position after Mr Michael Kingscott, the company's managing director, said its parent companies - Efores, Finland Steamship and Johnson Line of Sweden - would be prepared to make £150m-£175m available for the ferry group if necessary. Sally pointed out that this indicated a general confidence in the company, and did not relate specifically to the bid for Red Funnel, which values the Southampton group at £20.5m. Gestetner Gestetner says its associate company Bales has declared its offer for Hanimex unconditional.

Lynx falls into loss in second half

Lynx Group fell sharply into the red in the second six months and for the full 1988-89 year ran up a loss of almost £1m at the pre-tax level. One of the factors responsible for the loss was a substantial virtual disappearance of turnover for TV audience measurement equipment. The hoped-for development of sales of electronic hotel safes, which were not forthcoming, and the project for developing a new system to enable domestic electricity meters to communicate to central computers, which had not progressed sufficiently, were other factors contributing to the loss. Turnover for the year to end March edged ahead to £5.94m (£5.71m).

Oceana profits downturn

PROFITS of the Oceana Consolidated Company, investment concern, fell from \$279,800 to \$89,000 pre-tax for the year to end-March. Turnover rose from \$0.98m to £2.66m. Exceptional provisions rose to \$250,000 (\$59,000) but tax credits fell from £150,000 to £7,000. Earnings emerged at 1.17p (5.28p) per share and the dividend for the year is a same-again 1.25p. For the period from August 7, 1989 to November 7, 1989 the Notes will bear interest at 8 1/2% per annum. U.S. \$2,188.19 will be payable on November 7, 1989 against Coupon No. 15. By: The Chase Manhattan Bank, N.A. London, Agent Bank. August 7, 1989

Gartmore American Securities p.l.c. (An Investment Company under S.268 of the Companies Act 1985. Incorporated in England, Registered No. 5332611) Table with columns: Type of Security, Previously in issue, Issued by way of capitalisation, Total in issue post capitalisation. Includes details for Ordinary shares of 25p each and Zero Dividend Preference shares of 25p each.

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ALLCO INTERNATIONAL LIMITED Guaranteed Floating Rate Income 1989 The following companies have notified dates of board meetings to the Stock Exchange...

FT Share Service The following securities were added to the Share Information Service in Saturday's edition: Anglo Group 9 1/2pc Conv. Bond (Section 85); Ashtley Group 8.25p (Net) Conv. Bond (Food); Hambros 7 1/2pc Prof. (Banks); Invicta Sound (Leisure); Molyneux Estates (Property); Trace Computers (Electrical); Treat (Foods); Wensum Co. (Drapery & Stores).

BOARD MEETINGS The following companies have notified dates of board meetings to the Stock Exchange. Such meetings will be held for the purpose of considering dividends. Official indications are not available as to whether the dividend is interim or final and the end-dividends shown below are based mainly on last year's dividends.

FINANCIAL TIMES STOCK INDICES Table with columns: Index Name, Aug 6, Aug 7, Aug 8, Aug 9, Aug 10, Aug 11, Aug 12, Aug 13, Aug 14, Aug 15, Aug 16, Aug 17, Aug 18, Aug 19, Aug 20, Aug 21, Aug 22, Aug 23, Aug 24, Aug 25, Aug 26, Aug 27, Aug 28, Aug 29, Aug 30, High, Low, 1989 High, 1989 Low, % Change, % Comp. High, % Comp. Low

GRANVILLE SPONSORED SECURITIES Table with columns: Denomination, Company, Price, Change on week, Gross, Yield, % P/E. Includes details for 800p, 750, 200, 137170, 22466, 5746, 16780, 770, 22223, 10275, 26409, 22223, 1498, 20925, 8933, 44975, 6489, 7616, 10275, 26409, 22223, 1498, 20925, 8933, 44975, 6489, 7616.

INTERNATIONAL CAPITAL MARKETS

EUROCREDITORS

Magnet buy-out finance hits snag

THE underwriters of Magnet's \$550m debt financing for its management buy-out are behind target in their syndicate of loans to other banks. A meeting of underwriters is expected to be held later this week as the original lenders are finding it tough to reduce their exposure to the company to the levels originally planned.

Underwriters said they had only expected to syndicate about half their exposure, thus retaining a large chunk of the high-yield asset for themselves. Japanese banks are said to remain keen to participate, so in the end the lenders may not be forced to hold any more debt than they want.

Magnet's financing became the subject of intense speculation last week, bankers say, following news that MFI, the furniture retailer, was having difficulty meeting sales targets spelled out in its own agreements with lenders. MFI, in November 1987, completed the UK's largest leveraged buy-out valued at £718m.

While no one has suggested that Magnet is having difficulty meeting sales or profits targets, bankers have raced to compare the two deals because of the roughly similar business niches they both occupy and the sensitivity of both to rising interest rates and slower consumer spending.

Magnet's financing consists of a \$300m senior debt tranche paying 1% per cent above Libor, a \$72.5m bridge facility, \$160m in senior subordinated debt carrying a margin of 3% per cent over Libor and a \$200m junior subordinated-term loan.

EUROMARKET TURNOVER (\$m)

Table with columns for Primary Market (Singles, Govt, FRN, Other), Secondary Market, and various currency values.

Norma Cohen

INTERNATIONAL BONDS

A miniature revolution takes place in French issues

FRANCE had more than its fair share of newspaper coverage in July as the bicentenary of its revolution was celebrated in style. A few privileged citizens, however, noticed that one subject worthy of attention slipped by almost unnoticed.

Despite the celebrations, and the resulting absence of many French investors who preferred to be on the beach, July witnessed the sudden expansion of new issue activity on the Euro-French franc market.

Hardly headline stuff, perhaps, but at least a revolution in miniature, syndicate managers and analysts alike believe that the heavy issuance revealed significant developments in the market. The extent of those developments, however, is the subject of intense debate.

Last year, some FF1bn of fixed-rate Euro-issues were launched. Already, 1989 has seen FF20bn, of which FF10bn was launched in July. One bank alone, Crédit Commercial de France (CCF), issued nearly FF70bn of deals in July, inspiring its head of new issues to proclaim the market to be in good shape. Syndicate managers think the full-year figure could reach FF30bn, or nearly

treble last year's volume. The July issues themselves were small in number, and compared with other international sectors, were still small in size with only the European Investment Bank FF1bn 8% per cent six-year issue weighing in at size that would be considered very liquid in, say, the dollar sector.

Importantly, they coincided with a period of considerable foreign demand for French franc paper from a range of investors not normally interested in the currency. As Mr Antoine Labbé, head of new issues of CCF, said: "For at least a month, there has been a shift in the placement of Euro-French franc bonds. The demand for our FF1bn deal for Eurofima, which we launched last Monday, was 90 per cent outside France."

Cynics say this partly reflects the likelihood that much of the paper remains unplaced, but Mr Labbé said there was interest from Germany, Switzerland, the Benelux countries, and, unusually, the Far East. Not surprisingly, several of the recent deals were for German banks, partly to take advantage of German funds' healthy appetite for

French paper. Syndicate managers were rather coy about the other reason for the deals, a wide window on the swap market which allowed the banks to borrow in floating-rate US dollars to achieve competitive funding costs of around 30 basis points below Libor. In the past, the market's immaturity made swaps hard to come by.

In addition, some of the German borrowers have subsidiaries in France, and are understood to have kept a proportion of their deals in francs. They face an attractive long-term probability that the franc will depreciate against the D-Mark, allowing them to repay the principal cheaply.

Importantly, the recent deals also came against a background of a good performance by the French government bond market. According to a recent forecast by Warburg, the French bond market will continue to provide good returns for international investors in the next 12 months.

"Among the European markets, the primary case for France rests on the inflation record against Germany where the differential may reach zero. Growing recognition of the stability of the franc should, over time, lead to a further decline in the risk premium investors will require for holding French francs," the report said.

NEW INTERNATIONAL BOND ISSUES

Table with columns for Borrowers, Amount m, Maturity, Av. life years, Coupon %, Price, Book runner, Offer yield %, and various bond details across different currencies.

Advertisement for Alliance & Leicester Building Society. Includes logo, 'Issue of £150,000,000 Floating Rate Notes due 1996', and lists of participating banks and underwriters.

Advertisement for GEFCO. Includes logo, 'Guaranteed Export Finance Corporation PLC', 'Unconditionally and irrevocably guaranteed by The Secretary of State for Trade and Industry of Her Britannic Majesty's Government', and '£250,000,000 9 3/4 per cent. Guaranteed Loan Stock 2010'.

INTERNATIONAL CAPITAL MARKETS

US MONEY AND CREDITS

Jobs data aid shift in perception

WHAT IS the difference between stagnation and a "soft landing"? Wall Street began to answer this question on Friday. The difference seemed to be 25 basis points on interest rates, three yen on the dollar and a few billion dollars out of the pockets of bullish bond investors all over the world.

which had been falling without an obvious floor in sight, stopped in its tracks and then surged inexplicably by more than two points. The so-called "Gorby rally" was ridiculed by serious commentators (ourselves included) as having absolutely no foundation in economic realities.

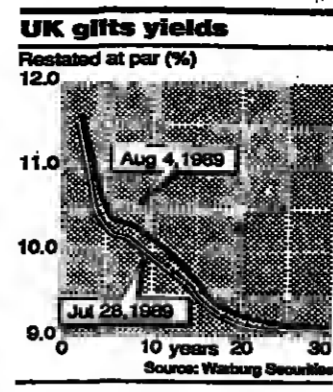
an end. For behind the optimism of the bull market in bonds there has been a perception of just the kind that might be susceptible to a sudden shift in gestalt. This is the idea that the Federal Reserve Board will steer the economy into a "soft landing" which will be characterized by moderate inflation, subdued growth and gradual reductions in financial imbalances.

omy from crash landing in a full-scale recession. Why then are they disappointed by figures like last Friday's, which suggest that the Fed has calibrated its monetary policy with remarkable precision to ensure a slow but steady economic expansion?

UK GILTS

Unexpected impact from sterling

THE UK gilts market was reminded last week that, despite optimism about the UK economy, it remains vulnerable to sterling movements. What appeared to be an upward trend in gilt prices had changed direction by Friday as sterling came under downward pressure, ending down four pence for the close a week before.



UK gilts yields. Restated at par (%). Source: Watson Securities.

power for a fourth term. Nor have the rumpus surrounding last month's Cabinet reshuffle or Labour's lead in opinion polls done more than jolt the market. But the side-effects of these events are the pressure for increased spending by departmental ministers will be greater than ever.

& National's August economic review, argues that funding policy is an effective means of influencing economic growth. Greenwell Montagu and Horre Govett at 218th and 218th respectively have not changed since April. Warburg has lowered its forecast from \$14.4bn in April to about \$13.8bn.

Advertisement for RTZ THE RTZ CORPORATION PLC. Features 'Acquisition Facility' for \$3,100,000,000. Lists various international banks and financial institutions as partners and agents.

FT/AIBD INTERNATIONAL BOND SERVICE table. Lists various international bonds with columns for Country, Issue, Maturity, Yield, and Price. Includes sections for US, UK, and other international markets.

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FT UNIT TRUST INFORMATION SERVICE

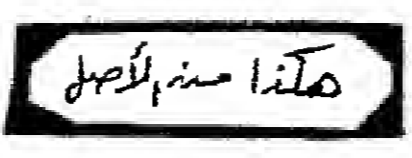
For Current Unit Trust Prices on any telephone ring direct-0835 4 + five digit code (listed below). Calls charged at 38p per minute peak and 25p off peak, inc VAT

AUTHORISED UNIT TRUSTS

Main table containing unit trust information, organized into columns by fund name, manager, and price. Includes a 'GUIDE TO UNIT TRUST PRICING' section at the bottom right.

GUIDE TO UNIT TRUST PRICING
UNIT TRUSTS are investment vehicles which have to be paid by new purchasers. They are sold at a price which is based on the value of the assets which they own. The price at which units are sold is known as the 'offer price'. The price at which units are bought back is known as the 'redemption price'. The difference between the offer price and the redemption price is known as the 'spread'. The spread is usually between 1% and 2% of the offer price. The spread is a cost to the investor. The spread is a cost to the investor. The spread is a cost to the investor.

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FT UNIT TRUST INFORMATION SERVICE

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Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

OTHER UK UNIT TRUSTS

INSURANCES

Continued on next page

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Main table containing unit prices for various trusts including Pioneer Mutual, Prudential, Scottish Life, and others. Columns include Trust Name, Unit Price, and other financial metrics.

SWITZERLAND (GIB RECORDED)

Table listing unit prices for Swiss-based trusts such as Swiss Life and others.

JERSEY (GIB RECORDED)

Table listing unit prices for trusts based in Jersey.

GUERNSEY (GIB RECORDED)

Table listing unit prices for trusts based in Guernsey.

OFFSHORE AND OVERSEAS

Table listing unit prices for offshore and overseas trusts.

MANAGEMENT SERVICES

Table listing unit prices for trusts providing management services.

GUERNSEY (GIB RECORDED)

Table listing unit prices for trusts based in Guernsey.

LUXEMBOURG (GIB RECORDED)

Table listing unit prices for trusts based in Luxembourg.

JERSEY (GIB RECORDED)

Table listing unit prices for trusts based in Jersey.

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FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Price, Yield, and other financial metrics.

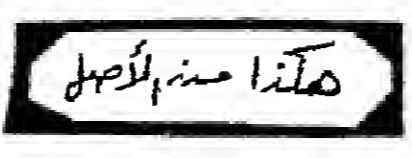
Table of London Share Service, including sections for British Funds, British Funds - Contd, Loans, Money Market Bank Accounts, and Money Market Trust Funds.

LONDON SHARE SERVICE

For Latest Share Prices on any telephone ring direct-0836 43 + four digit code (listed below). Calls charged at 39p per minute peak and 29p off peak, inc VAT

Main table containing various stock market listings including AMERICANS, BUILDING, TIMBER, ROADS, DRAPERY AND STORES, ELECTRICALS, ENGINEERING, INDUSTRIALS (Misc.), FOOD, GROCERIES, ETC, BEERS, WINES & SPIRITS, HOTELS AND CATERERS, and INSURANCES. Each section lists company names, prices, and other financial data.

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Table of share prices for Leisure companies including Leisure Group, Leisure Leisure, Leisure Leisure, etc.

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Table of share prices for Paper, Printing, Advertising companies including Newsprint, Advertising, etc.

TEXTILES - Contd

Table of share prices for Textiles companies including Textiles, Textiles, etc.

TRUSTS, FINANCE, LAND - Contd

Table of share prices for Trusts, Finance, Land companies including Trusts, Finance, Land, etc.

OIL AND GAS - Contd

Table of share prices for Oil and Gas companies including Oil and Gas, Oil and Gas, etc.

MINES - Contd

Table of share prices for Mines companies including Mines, Mines, etc.

MOTORS, AIRCRAFT TRADES

Table of share prices for Motors, Aircraft Trades companies including Motors, Aircraft, etc.

PROPERTY

Table of share prices for Property companies including Property, Property, etc.

TOBACCO

Table of share prices for Tobacco companies including Tobacco, Tobacco, etc.

TRANSPORT

Table of share prices for Transport companies including Transport, Transport, etc.

OVERSEAS TRADERS

Table of share prices for Overseas Traders companies including Overseas, Overseas, etc.

PLANTATIONS

Table of share prices for Plantations companies including Plantations, Plantations, etc.

Commercial Vehicles

Table of share prices for Commercial Vehicles companies including Commercial, Commercial, etc.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, Land companies including Trusts, Finance, Land, etc.

Investment Trusts

Table of share prices for Investment Trusts companies including Investment, Investment, etc.

Finance, Land, etc

Table of share prices for Finance, Land, etc companies including Finance, Land, etc, etc.

Rubbers, Palm Oil

Table of share prices for Rubbers, Palm Oil companies including Rubbers, Palm Oil, etc.

MINES

Table of share prices for Mines companies including Mines, Mines, etc.

Garages and Distributors

Table of share prices for Garages and Distributors companies including Garages, Distributors, etc.

NEWSPAPERS, PUBLISHERS

Table of share prices for Newspapers, Publishers companies including Newspapers, Publishers, etc.

SHOES AND LEATHER

Table of share prices for Shoes and Leather companies including Shoes, Leather, etc.

Oil and Gas

Table of share prices for Oil and Gas companies including Oil and Gas, Oil and Gas, etc.

Central African

Table of share prices for Central African companies including Central African, Central African, etc.

Regional and Irish Stocks

Table of share prices for Regional and Irish Stocks companies including Regional, Irish, etc.

PAPER, PRINTING, ADVERTISING

Table of share prices for Paper, Printing, Advertising companies including Paper, Printing, Advertising, etc.

SOUTH AFRICANS

Table of share prices for South Africans companies including South Africans, South Africans, etc.

TEXTILES

Table of share prices for Textiles companies including Textiles, Textiles, etc.

OIL AND GAS

Table of share prices for Oil and Gas companies including Oil and Gas, Oil and Gas, etc.

Australians

Table of share prices for Australians companies including Australians, Australians, etc.

TRADITIONAL OPTIONS

Table of share prices for Traditional Options companies including Traditional, Traditional, etc.

This service is available to every company dealt in on Stock Exchanges throughout the United Kingdom for a fee of £905 per annum for each security.

CURRENCIES, MONEY AND CAPITAL MARKETS

CURRENCIES AND MONEY REVIEW

Clearing out the bad debt exposure

INSIDER TRADING is not something usually associated with the foreign exchange market, but it is obviously a subject that has worried UK clearing banks, and it is a charge which they have no intention of adding to their present problems.

The "big four" UK clearers, Barclays, Lloyds, Midland and National Westminster, have all just announced sharp falls in first half profits - as a result of provisions for bad debts on third world loans.

The total of debt write-offs is an estimated £2bn. This money was lent in dollars, and to cover their exchange exposure the banks have sold sterling and bought US currency.

Bank of England was selling the pound to this purpose. It was an erroneous suggestion and rather a foolish one, since keeping sterling down would simply import inflation and do nothing to encourage a reduction in the retail price index.

The Bank of England quashed these rumours with some very obvious intervention on Thursday to buy the pound. It was a well publicised move in the market and was meant to show that that central bank had not been a seller of the currency.

There is now reasonable confidence in the City that the worst is over and every prospect that the pound will rally towards DM3.10. Confidence has been boosted by the fact that most of the covering of the UK clearers' debt write-offs should now be complete.

range and showing no sign of suffering from any large selling orders. Where does insider trading fit into this scenario? Firstly, it may be worth looking into the reason why these debts need physical covering and cannot simply be written off as a book transaction.

For the remaining period of the loan the UK banks are sitting on a potentially open-ended exchange loss. Prudence suggests that it would be wise to buy dollars now and end this exposure at a loss which can be calculated and written off to reserves.

one could reasonably ask, why did they not sell sterling over a longer period rather than all pile into the market together and see sterling react like a punctured tyre?

Selling slowly over a long period would have put less downward pressure on the pound and would also have enabled the banks to obtain a higher rate for the currency and cut back on some of their losses.

The answer must surely be a fear of being accused of using insider trading. Such an accusation is a nightmare that the clearers could not countenance, particularly at a time when the City remains sensitive on the subject and NatWest in particular is still smarting from the impact of the Blue Arrow affair and the resignation of several of its directors.

Colin Millham

Table with columns: Aug 4, Close, Previous. Rows include 5 Spot, 1 month, 3 months, 6 months, 12 months, 1 year, 2 year, 3 year, 4 year, 5 year.

Table with columns: Aug 4, Bank rate, Special Drawing Rights, European Currency Unit. Rows include Sterling, US Dollar, Canadian Dollar, Australian Dollar, etc.

Table with columns: Aug 4, Bank of England, Morgan Guaranty. Rows include Sterling, US Dollar, Canadian Dollar, etc.

Table with columns: Aug 4, £, \$, DM, Sfr, Y, Hfl, Lira, C\$, R\$. Rows include Argentina, Australia, Brazil, Canada, etc.

Table with columns: Aug 4, Short term, 7 days, One month, Three months, Six months, One year. Rows include Sterling, US Dollar, Canadian Dollar, etc.

Table with columns: Aug 4, Day's spread, Close, One month, Three months, Six months, One year. Rows include US, Canada, Denmark, etc.

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Table with columns: Aug 4, £, \$, DM, Yen, Ffr, Sfr, Hfl, Lira, C\$, R\$. Rows include £/\$, £/DM, £/Yen, etc.

Table with columns: Aug 4, Day's spread, Close, One month, Three months, Six months, One year. Rows include US, Canada, Denmark, etc.

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MONEY MARKETS Reversed curve flattens as rates look set to hold

A FLATTER yield curve developed on the London money market last week. A weaker pound did not put upward pressure on the shorter end of the market.

The underlying rate of average earnings in May rose at an annual 9.25 per cent, unchanged for the third consecutive month, but the actual rate was 9.5 per cent, against 9.1 per cent previously.

Longer term money rates have now moved higher, with 12-month interbank firming to 13 1/2 per cent from 13 per cent.

Table with columns: UK clearing bank base lending rate, 14 per cent from May 24.

Table with columns: Aug 4, Overnight, One month, Three months, Six months, One year. Rows include Frankfurt, Paris, Zurich, etc.

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Advertisement for MR MAX CORPORATION (the "Company") offering US\$40,000,000 in 3 1/2 per cent Guaranteed Bonds (1992).

Table with columns: Aug 4, Overnight, One month, Three months, Six months, One year. Rows include Interbank Offer, Interbank Bid, etc.

Table with columns: Aug 4, Overnight, One month, Three months, Six months, One year. Rows include Interbank Offer, Interbank Bid, etc.

Table with columns: Aug 4, July 28, Aug 7, July 28. Rows include Billions offered, Total applications, etc.

Table with columns: Aug 4, Change. Rows include LONDON, NEW YORK, FRANKFURT, etc.

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FT-ACTUARIES WORLD INDICES

Large table showing FT-Actuaries World Indices for various regions (Australia, Canada, Denmark, etc.) with columns for US Dollar Index, % change, etc.

Base values: Dec 31, 1988 = 100; Finland: Dec 31, 1987 = 115.037 (US \$ Index), 90.791 (Pound Sterling) and 94.94 (Local). Nordic: Dec 30, 1988 = 139.65 (US \$ Index), 114.45 (Pound Sterling) and 123.22 (Local).

EUROPEAN OPTIONS EXCHANGE

Table showing European Options Exchange data for various series (Gold, Silver, etc.) with columns for Aug 01, Nov 01, Feb 90, etc.

BASE LENDING RATES

Table showing Base Lending Rates for various banks (ABN Bank, Aden & Company, etc.) with columns for % and bank names.

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Table showing Dollar Spot - Forward Against the Dollar data for various currencies (UK, Canada, etc.) with columns for Aug 4, Day's spread, etc.

JOTTER PAD

Jotter Pad advertisement featuring a crossword puzzle grid and the text 'No. 7,005 Set by DANTE'.

FT LONDON INTERBANK FIXING

Table showing FT London Interbank Fixing data for 11.00 am, Aug 4, 3 months US dollars, 6 months US dollars, etc.

MONEY RATES

Table showing Money Rates for New York Treasury Bills and Bonds (4pm).

LONDON MONEY RATES

Table showing London Money Rates for various currencies (Frankfurt, Paris, Zurich, etc.) with columns for Aug 4, Overnight, etc.

FIXED INTEREST STOCKS

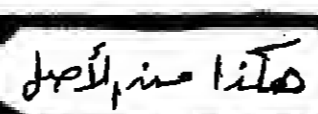
Table showing Fixed Interest Stocks data for various issues (1000, 1000, etc.) with columns for Issue, Amount, etc.

CROSSWORD

Crossword puzzle advertisement with the text 'No. 7,005 Set by DANTE' and a grid of numbers.

RIGHTS OFFERS

Table showing Rights Offers data for various issues (360, 360, etc.) with columns for Issue, Amount, etc.



WORLD STOCK MARKETS

Table of world stock markets including Australia, France, Germany, Italy, Sweden, and Japan. Columns include country, stock name, price, and change.

Table of Japanese stock markets with columns for stock name, price, and change.

CANADA

Table of Canadian stock markets including Toronto and Montreal. Columns include stock name, price, and change.

INDICES

Table of various stock indices including Dow Jones, Nikkei, and others. Columns include index name, value, and change.

Table of New York active stocks with columns for stock name, price, and change.

TOKYO - Most Active Stocks

Table of most active Tokyo stocks with columns for stock name, price, and change.

AMEX COMPOSITE PRICES

Table of AMEX composite prices with columns for stock name, price, and change.

Paper Assets advertisement with contact information for a personal subscription.

4pm prices August 4

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices with columns for High, Low, Stock, Div, Yld, P/E, and Close. Includes various stock symbols and their corresponding market data.

Advertisement for SAMSUNG Electronics. Text: 'Triumphs in TV technology... Video Audio Home Appliances SAMSUNG Electronics'. Includes a small image of a television set.

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices with columns for 12 Month High/Low, Stock Name, Price, Change, and Volume. Includes a section for 'Sales' and 'Dividend' data.

OVER-THE-COUNTER

Table of Over-the-Counter prices with columns for 12 Month High/Low, Stock Name, Price, Change, and Volume. Includes a section for 'Sales' and 'Dividend' data.

Nasdaq national market, 4pm prices August 4

Table of Nasdaq national market prices with columns for 12 Month High/Low, Stock Name, Price, Change, and Volume.

Advertisement for 'Your FT hand delivered in Norway' featuring William Ungeheuer, Time magazine's senior financial correspondent. Includes contact information for Oslo (02) 678310 and a '12 ISSUES FREE' offer.

Advertisement for 'It's attention to detail' by Amstern, featuring a logo and text about providing financial times to business clients.

The Business Column

Two-edged appeal of consumer electronics
For all the excitement generated by the colour television set, the hi-fi and the video recorder when they were first introduced, it takes some imagination nowadays to see them as more than standard living room furniture.

Three-fold importance

Is this another case of western industry getting it wrong, by jumping into a market just as the Japanese are pulling out? Not really. Though the Japanese have widened their horizons well beyond consumer electronics...

The only evidence we have of a romantic side to Mr Mariano Rubio Jimenez, the Governor of the Bank of Spain, is that he spirited his fiancée off to Vienna late last year to get married.

THE MONDAY INTERVIEW

A triumph for consistency

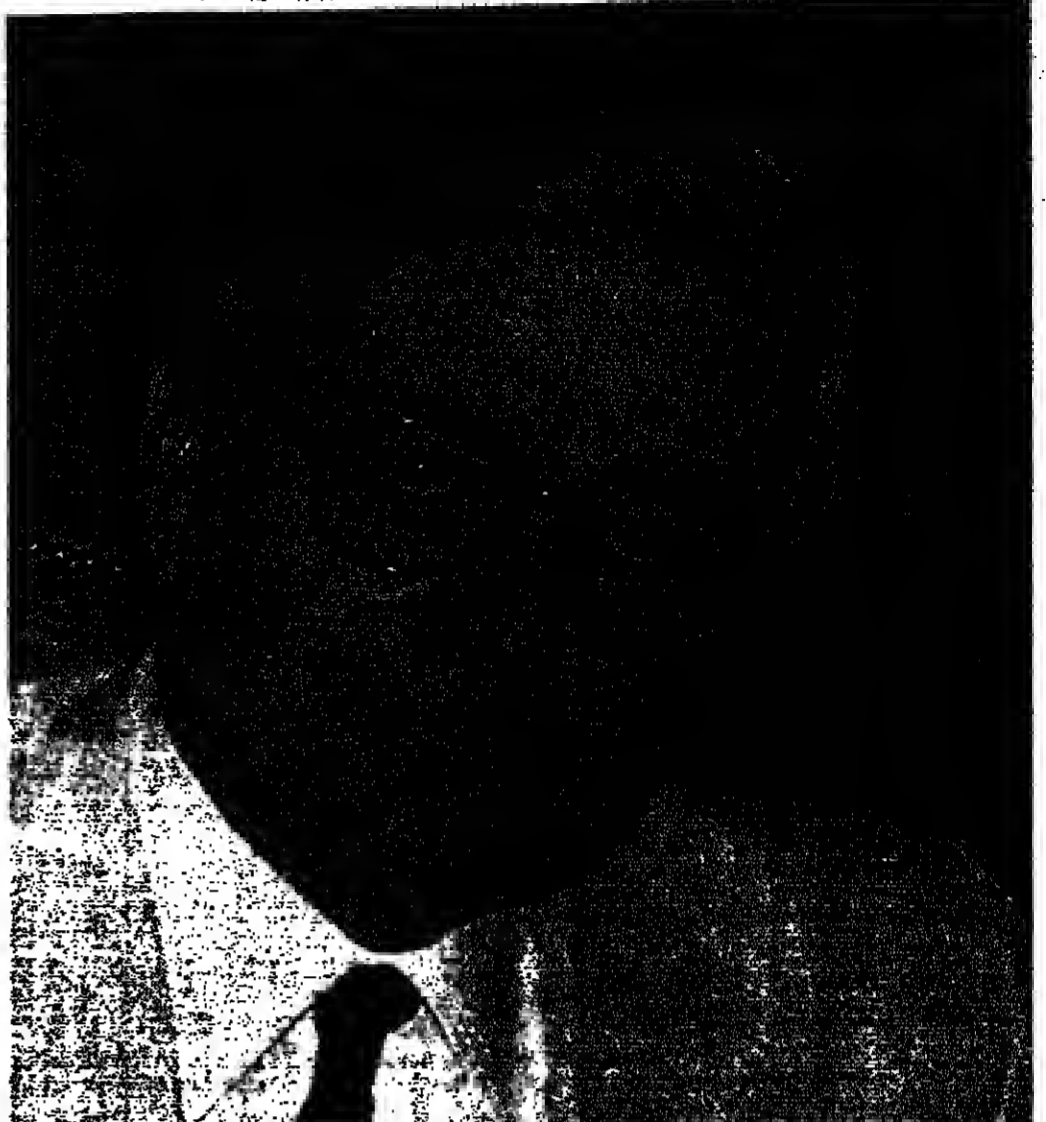
Mariano Rubio, Governor of the Bank of Spain, speaks to Peter Bruce

accepted a senior job in the Finance Ministry and was criticised for supplanting the Francoist establishment. He resigned after an infamous court martial in Burgos - where he was born - sentenced six Basque activists to death. Back at the Bank he was punished by being given little to do and he left again in 1973.

PERSONAL FILE

- 1931 Born, Burgos. Educated, University of Madrid
1960 OECD official
1965 Deputy chief, Bank of Spain research department
1970 Head of research department, Bank of Spain
1970-71 Finance policy chief at Treasury
1977 Deputy Governor, Bank of Spain
1984 Governor, Bank of Spain

ber. He none the less exercises greater power than most European central bankers. Mr Rubio was deputy to Jose Ramon Alvarez Rendueles, more than 10 years his junior, during the post-Franco transition to democracy, which coincided with Spain's late adjustment to the 1973 oil shock.

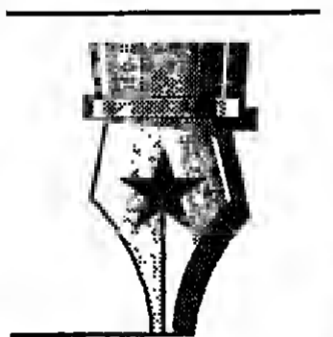


'The death of Pope Pius XII saved me'

inflation at 7.1 per cent. Mr Rubio called leading bankers to his headquarters in the centre of Madrid. He told them, quite simply, to stop lending so much money. They, equally quickly, promised they would. Why should he trust private bankers to stop doing what comes naturally? "It's a last resort and we don't like doing it," he says.

Bright ideas for getting ahead in Poland

Returning to his native Poland after a 10-year hiatus earlier this year, the film director Roman Polanski observed that where 10 years ago everyone talked about politics and culture, now everyone talks about money.



Eastern Europe Notebook

own. At the company's request, buy, for example, a tonne of chemicals in West Germany. Give it to your mother-in-law. (Thus fulfilling a popular fantasy of what you would most like to give your mother-in-law.)

which is by far the most dynamic and profitable but which makes wealth directly only for a few and produces no commodities and few services. The mute millions in the meat pens, the sweltering workers in the decaying plants and dilapidated construction sites, the oppressed women picking through lines of state-produced clothes which look as if they have been cut from the same piece of fabric and sewn with a staple - are mostly left out of this and as yet have found, or have been given, no way in.

NOTICE OF REDEMPTION

To the Holders of A/S Eksportfinans

13% Sinking Fund Debentures Due 1992 CUSIP No. 282645AA8

NOTICE IS HEREBY GIVEN, pursuant to the provisions of the Indenture dated as of June 15, 1982, as supplemented (the "Indenture"), between A/S Eksportfinans and United States Trust Company of New York, Successor Trustee (the "Trustee")...

The certificate numbers of the Bearer Debentures in the principal amount of \$5,000 bearing the prefix C to be redeemed in whole or in part:

Table with columns for Certificate Number and Amount Called, listing various debenture numbers and their values.

Subject to the receipt of required funds by Bankers Trust Company as Paying Agent, the Debentures or portions thereof so designated for redemption will become due and payable, at 100% of the principal amount thereof, upon presentation or surrender thereof, on or after September 1, 1989...

On and after September 1, 1989 interest on the Debentures or portions thereof so designated for redemption will cease to accrue. Payment of the registered interest due September 1, 1989 will be made in the usual manner.

A/S Eksportfinans By: United States Trust Company of New York, the Trustee

IMPORTANT TAX INFORMATION

Please read this notice carefully Under Federal income tax law, paying agents may be required to withhold 20% of payments to holders presenting their Debentures for redemption or for payment at maturity if such holders have failed to furnish a taxpayer identification number to the Paying Agent certified to be correct under penalties of perjury...

*This CUSIP number has been assigned to this issue by Standard & Poor's Corporation, and is included solely for the convenience of the holders. Neither A/S Eksportfinans nor the Trustee shall be responsible for the selection or use of this CUSIP number, nor is any representation made as to its correctness on the Debentures or as indicated in any redemption notice.

John Lloyd